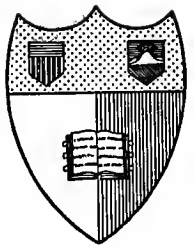
MAIL ORDER ORGANIZATION

R. E. WILSON



MAIL ORDER ORGANIZATION

THE ART OF SELLING GOODS BY POST

BY

P. E. WILSON

LONDON
SIR ISAAC PITMAN & SONS, LTD.
PARKER STREET, KINGSWAY, W.C.2
BATH, MELBOURNE, TORONTO, NEW YORK
1922

FROM THE SAME PUBLISHERS

CONDUCTING A MAIL ORDER BUSINESS.
By A. E. BULL . . . 2s. net

BUYING GOODS.
By A. E. BULL . . . 2s. net

EFFICIENT SALESMANSHIP.
By F. W. SHRUBSALL . . 2s. net

COMMERCIAL TRAVELLING.
By A. E. BULL . . 3s. 6d. net

THE BUSINESS MAN'S GUIDE TO ADVERTISING.
By A. E. BULL . . 3s. 6d. net

PRACTICAL PRESS PUBLICITY.
By A. L. CULYER . . 3s. 6d. net

HOW TO SEND GOODS BY ROAD, RAIL, AND SEA.
By G. B. LISSENDEN . . 2s. net

THE ORGANIZATION OF A SMALL BUSINESS.
By WM. A. SMITH . . 2s. 6d. net

Complete List of Business Books post free.

PREFACE

ALTHOUGH the term " mail order " is a well-known one, it is seldom appreciated or understood.

Selling goods by mail is at once the most wonderful and the most difficult method of doing business in the world—in short, it is a positive science.

Within the scope of this book it has been the writer's aim to present each essential phase of organization in a straightforward and practical manner, and, commencing with a preliminary survey and working right through to the end of the eleventh chapter, every subject is dealt with in correct order of sequence.

The result is that, while necessarily incomplete in certain details, the present work covers the ground in a thorough manner, and enables the whole subject to be recognized and appreciated at its true worth.

P. E. W.

LONDON, W.5.

CONTENTS

MAIL ORDER ORGANIZATION

CHAPTER I

MAIL ORDER AND WHAT IT MEANS

If any subject merits an adequate introduction it is surely that of Mail Order, because it is at once the most difficult and wonderful method of doing business in the world. In view of this, one would naturally expect to find plenty of literature in circulation ; but, curious to relate, very little is either written or published concerning it in this country. Doubtless there are many reasons contributing to this extraordinary state of affairs, but, in the writer's opinion, there is a general and widespread lack of appreciation which mainly accounts for this marked absence of literature. To define this more clearly, it would appear that a considerable number of business men do not recognize what a vast and complex study Mail Order comprises : they fail to realize it is a subject that must be learnt and thoroughly assimilated ; and, finally, are content to regard it as a more or less useful side-line that can be tacked-on to an already established business.

If it were possible to go back a number of years and arrive at that point when orders first came trickling into the large stores by post, it would surely be found that they came in by chance rather than as the direct outcome of studied Mail Order organization. People in the country had made purchases at the same stores

when on a visit to town, and a little later they took it into their heads to send by post for certain goods which they were unable to buy nearer home. The result was that Mail Order started in an occasional and haphazard manner ; and, although there are admittedly a number of well-organized houses operating a Mail Order business to-day, the fact remains that in far too many cases the same features which characterized the birth of this method of trading still obtain at the present time.

It is a full and sincere appreciation of Mail Order, and all the term implies, that has prompted the publication of the present work ; and it is the writer's earnest desire to make it not merely interesting, but of essential and practical value to the business world in general and the retail trader in particular. The demands of the latter have received primary consideration throughout ; and, while no attempt has been made to consider the subject from the viewpoint of the great Departmental Stores, yet at the same time it is believed that a considerable portion of the text will also prove of practical value to them.

WHAT IS MAIL ORDER ?

It might appear at first sight that the answer to this question is an obvious one, but to those who have made a really close study of the subject it is quite clear that the general view taken by the man in the street is wide of the mark, to say the very least. The majority really believe that Mail Order simply consists of advertising a certain line or lines in the Press, that orders come in as a perfectly natural sequence, and that it merely remains to fill them and pocket the cash. Of course, this is a roseate view and an extremely pleasant one, and, if it were a true presentment of the case, there

would be no need for this book to be written. Advertising the goods and filling the orders are assuredly important factors in the business, but there is a great deal in between of which no notice is taken by professors of this definition.

It was stated above that Mail Order is the most difficult and the most wonderful method of doing business in the world, and it will be well worth while to study the why and wherefore of this statement, which can be proved up to the very hilt.

In the first place, Mail Order advertising must of necessity stand upon a particular level of its own, because to prove successful it has to make *direct* sales by mail. All other forms of publicity are *indirect* and, while they may exert considerable influence upon the ultimate sale, they only play a part in the general scheme. It will, therefore, be apparent that Mail Order advertising is more difficult at the very outset ; and while a Mail Order man must essentially be an advertising man, an advertising man is not necessarily a Mail Order man.

Taking another step, it must ever be borne in mind that the printed matter and literature circulated by the Mail Order house stands or falls on its own merits. When the catalogue or bargain folder reaches the hands of the recipient, there is nobody by his elbow to add a word of praise or commendation, no persuasive salesman to clinch the deal by bringing forward points of superiority over the competitor's goods. In short, Mail Order means just this : a presentment of the goods in such a way that the prospective customer forms a mental picture of them as he reads the description in the catalogue, and that mental picture must be so strong that he evinces the desire to possess those goods and is ready to fill in and mail his order right

away. If a retailer can achieve this result, then he is surely doing a real Mail Order business, but it is a science that cannot be picked up in a moment without any thought or adequate consideration. It is this very failure to recognize just what Mail Order means that has caused so many losses and disappointments, and one cannot but reflect that, if more sound advice had been published regarding the matter, very many of these disasters could have been avoided. Let it not be imagined for a moment that we wish to dwell unduly upon the great difficulties confronting the aspirant to Mail Order success, but it does seem of paramount importance to utter a grave warning against rushing into this class of trading, lacking adequate knowledge and equipment for the fray.

Turning to the other side, why is Mail Order the most wonderful method of doing business in the world ? Because it has absolutely no local limitations, and because goods can be sold in any locality covered by the postal service without stepping out of the office to do it ! Compare this with the business of a retailer in a small town of a few thousand inhabitants. The trade of this shop is restricted to the residents within a limited area, with possibly increased trade due to visitors during a part of the year. No matter how keen and progressive this retailer may be, he can only do a certain amount of business and no more, for the obvious reason that his *clientèle* is limited.

Directly Mail Order comes into operation, he breaks down the fence of local limitation and reaches out into unlimited territory, and this without the expense of travelling salesmen or agents.

This point alone would make Mail Order the most wonderful method of doing business, but it is not the only consideration.

To revert to the illustration of the retailer in a town with local limitations: consider how this affects his stock and buying powers. There are only a certain number of people with whom he can possibly do business, and doubtless he will have many competitors in the field to contend with. The consequence is that his trade—which he knows intimately—will only permit of his buying in fixed quantities, otherwise he will have to carry a large burden of stock on his shelves which cannot be turned into ready money. Now, what happens when he begins to develop Mail Order trading? His field is then unlimited for all practical purposes, consequently his customers rank in the same category.

Suppose, for the sake of example, we take a patent carpet-sweeper. This is a speciality article which will not be sold at frequent intervals to the same customers, and, in his own town, sales are bound to be in twos and threes and at irregular intervals. Naturally, he is not in a position, therefore, to buy a large stock of these goods. But what happens when he advertises them in the Press and figures them in a nicely prepared catalogue which is sent to inquirers? This will certainly depend to a great extent upon the scope of his publicity campaign, but it is obvious that by this means he will receive more orders for carpet sweepers through the mails in one day than he can sell in his own town in a week or a month! He can, then, go to the manufacturer of these goods and place a large order for spot cash, which enables him to buy far more cheaply than when he sent his small order along to the wholesaler for perhaps a dozen or less!

What can be done with one specific line applies with equal force to the bulk of his other goods, and herein lies one of the vital advantages of Mail Order trading. The greater the demand, the greater the purchasing

power, which, in turn, means far lower cost price. Carrying on a step further, this results in lower selling prices, which are a direct incentive to the public to order by mail. Imagine the position of the Mail Order man, therefore, who cuts out the middleman's profit and sells direct to the consumer, who then purchases his requirements at more favourable terms than he can possibly obtain at his retail store, where trade is purely local and purchasing power strictly limited!

Finally, in spite of the vastly increased cost of everything concerned with Mail Order organization—notably printing, stationery, packing materials, and postal rates—it is still far and away the most economical way of doing business in the world, because it is unnecessary to open new branches or maintain a staff of travelling salesmen and agents, and no individual salesman can make a call and sell to his customer for the same expenditure.

It would be an easy matter to enlarge further upon the wonderful field open to the Mail Order business, but sufficient has been said to show what the difficulties are, what the term really means, and how it stands head and shoulders over the retail store as a method of trading.

Many of the greatest Mail Order enterprises started in a most humble way, and, like everything else, there is no short cut to success that can be taken with the assurance of making a fortune immediately. If one spares the necessary time and trouble to follow out the career of a great store, it will be found that its progress and ultimate position of renown is the result of many years' dogged perseverance and business acumen, coupled with a strong directing policy standing for genuine goods and honest methods of trading. In the same way, it is our sincere belief that we can at least

start the retailer who reads this book upon the right path, showing him the way to set about the task, and equipping him with weapons of proven experience and sterling worth.

FUNDAMENTAL PRINCIPLES OF MAIL ORDER.

Before embarking upon a Mail Order business, it is essential to take stock of certain fundamental or "foundation" principles, which must be recognized and thoroughly understood. Moreover, these principles apply in equal measure to the sale of any description of goods from drapery to machinery, and it would be easy to trace the greater proportion of failures in the Mail Order field to ignorance or indifference of these fundamental rules. Time spent upon a primary analysis of the methods that contribute to success will be amply repaid by later events, and in order to emphasize the wisdom of this, we have devoted particular attention to this introductory chapter, for let it be recognized that Mail Order is a complex study and a subject that must be learned step by step.

What can be sold by mail? This is a question that will certainly crop up at the present stage, and it is one that merits careful attention. Speaking generally, it is possible to sell anything by mail from a packet of pins to a motor car, but the actual choice of goods must be subject to certain qualifications if the proposition is to stand a fair chance of success.

As a rule, it would be unwise to try and sell by mail any *one* article retailing for less than ten shillings, unless it is part of a wider scheme or consumed. Let us examine this maxim more closely and see how it operates in actual practice.

The reason why it is unwise to sell a single article for less than ten shillings is this. Practically every

name a Mail Order business obtains costs money to procure, because the mailing list depends chiefly for its growth upon replies to advertisements, and, of course, space in the Press means expenditure. When the prospective customer's name has been obtained, it entails still further expenditure to effect the sale. It will be clearly understood, therefore, that if an article is advertised for two shillings or three shillings, there is a very small margin of profit available, quite inadequate in proportion to the amount of expenditure involved in making the sale.

However, supposing the one article is part of a wider scheme, we are faced with a totally different proposition, and the ten shillings minimum does not apply. For example, if boots and shoes are the staple lines, it would be absurd not to include in the catalogue such sundries as button-hooks, laces, polish, shoe-horns, etc., all of which are low priced articles. The same rule will hold good in the majority of cases, and the opportunity may be taken at this stage of declaring most emphatically that it is the *method* which counts in Mail Order, and, once that method is clearly understood, then it can be applied to the sale of every description of goods by mail.

If an article is consumed, it will be recognized that the demand must be both greater and more frequent ; and in considering this class of goods, it may be perfectly safe to retail the original article for less than ten shillings. A good example is furnished in the case of a camera, for which the customer must obtain regular supplies of the same manufacture or brand.

From time to time, advertisements will be seen in the Press which profess to set up anyone in the Mail Order business for the expenditure of a purely nominal sum. Upon further inquiry, it is invariably found

that the advertiser recommends the purchase of a selection of toilet soaps, face creams, beauty lotions, shampoo powders, and so forth, which, of course, he professes to supply at most advantageous prices. It should be clearly stated that such articles are wholly unsuitable to be sold by mail, and the likelihood of making a permanent success of handling these lines is indeed remote.

There is any amount of scope for the retail trader to operate Mail Order methods in sound channels; and, if the foregoing principles are carefully taken to heart, he will at least make a genuine start along the right road to full and lasting success.

THE MONEY BACK PRINCIPLE.

Perhaps the most important principle in Mail Order is what is commonly termed the "money back" guarantee, and let it be very clearly emphasized that this rule must be made at the outset and strictly adhered to at all times. In close conjunction therewith is the question of honesty, which may be considered part and parcel of the first mentioned principle.

In preparing Mail Order literature of any kind, it must ever be borne in mind that the customer will rely upon the *truth* of the description and illustration, and when he sends his order he has a clear impression of this engraven upon his mind. Later, he will see the goods themselves, and he will naturally compare them with the description he has previously read to satisfy himself that they are as good as they were represented to be. If they are, all well and good, and a satisfied customer is the result; but if not, and he feels disappointed with his purchase, he becomes a dissatisfied customer. It is here that the "money back" guarantee comes into operation.

First and foremost then, everything which appears in any kind of Mail Order literature must be honestly and accurately prepared. Set forth a full and vivid description of the goods, but maintain strict accuracy and avoid anything in the shape of exaggeration. Close observance of these cardinal rules will keep the number of dissatisfied customers down to the absolute minimum ; but where complaints do occur (as they must even in the best regulated business), have the goods returned at once and the purchase money refunded in full without delay or demur.

The unqualified guarantee of a Mail Order business to its customers must be " Money instantly refunded if the purchase is unsuitable " ; and, after all is said and done, who can deny that the customer is fully entitled to this consideration, for he relies upon a written description of goods he has never seen, and sends his remittance for them relying upon the good faith and integrity of the advertiser that they are genuine articles exactly as represented.

The " money back " principle inspires *confidence,* and especially if it has been tested in actual practice.

A lady orders a hat according to the description printed in a catalogue, but upon seeing it she does not like it as much as she imagined she would, and is anxious to return it, as it does not suit her. There is nothing whatever wrong with the goods and her order has been faithfully carried out in every respect. Nevertheless, the fact remains that she is dissatisfied ; but, if the " money back " policy is genuine and rigidly adhered to, the hat will be returned and the purchase price refunded in full without demur.

The result is that this lady is pleased with the way in which she has been treated and what is more important, she gains *confidence,* and knows that she

can always order from the same shop in perfect safety, because, if for any reason she is dissatisfied, she can return the goods and have her money instantly refunded. Confidence is the bed-rock of success in business, and nothing will build up a greater foundation of goodwill than honest business methods and the " money back " policy.

The scope and possibilities of Mail Order business having been considered in detail, together with those essential principles which should govern this method of trading, we are in a position to turn our attention to the practical subject of planning the start ; but, before finally leaving the preliminary stage, it will not be out of place to emphasize once more the importance of *method*—because it would be obviously impossible to cover every individual class of business within the scope of the present work At the same time, as previously indicated, the same method is applicable to the sale of every description of goods by mail ; and, after a careful perusal of these pages, we are confident that the principles and suggestions advocated, can be successfully applied by the thoughtful reader to the individual requirements of his own particular business.

CHAPTER II

STARTING A MAIL ORDER BUSINESS

AFTER the completion of a preliminary survey, obviously the first step towards starting a Mail Order business is a consideration of the ways and means to bring the goods before the notice of prospective customers. Speaking generally, this can be done in two ways—by catalogues and Press advertising It would be possible to carry on a Mail Order enterprise with either method operated singly, but there can be no question whatever that a combination of the two is the most wise and successful course to pursue. There should be a complete interdependence between the house, customer, catalogue, and advertisement ; and no finer simile is afforded than that of a ship lying at anchor. The ship may be taken as representative of the house, with the anchor as the customer. The cable—otherwise the catalogue—is the connecting link between the two. Now, if a flag is fastened to the cable, attention is immediately attracted to it ; and, bearing in mind that it stands for the catalogue, what is it but the Press advertisement that draws attention thereto ?

It should be understood that in using the term " catalogue " here, the writer is considering all kinds of booklets and printed matter, because their function is the same whether small folders or large books running into hundreds of pages are concerned.

The subject of Press advertising and the preparation of suitable " copy " will come up for detailed attention at a later stage ; but it should be emphasized here that, although this class of publicity is a most valuable

aid, and really essential to a Mail Order business, in spite of the fact that direct sales may be effected therefrom, it should never form the *sole* pillar of support. Not only is space costly, but it is impossible to describe goods as fully therein as in the booklet or catalogue. Moreover, no retailer could afford to display all his lines in this manner.

The compilation of the catalogue itself is one of the most important details in Mail Order organization—far more so than many unenlightened business men imagine—and on that account it is proposed to deal with the subject very thoroughly in the present work.

It has been already pointed out in the opening chapter that it is the *method* which counts in Mail Order, and that once assimilated it can be applied to any kind of business. In order to provide a clear basis for discussion, the writer proposes to take as his illustration a retail business having a number of different departments, e.g. groceries, drapery, ironmongery, sporting requisites, furniture, etc., because this class of retail trading naturally presents greater difficulties than the "one line" business, and consequently affords a better and more all-round example of Mail Order organization.

PLANNING THE CATALOGUE.

The most essential point to be decided at the outset is what goods to include in the catalogue. This expresses a view which probably sounds perfectly obvious and totally unnecessary; but where a considerable stock of goods is carried, it must be remembered that careful selection has to be resorted to. There are several reasons for this. In the first place, there must necessarily be goods that it would not pay to include in a Mail Order catalogue. Secondly, odd lines and stock

which cannot be repeated when cleared should never be included therein. An exception is, of course, provided in the case of special bargain or sale literature, but this will be referred to at a later stage. Endless trouble and disappointment will be caused if this rule is not strictly adhered to, in addition to the loss incurred through inability to supply the goods when ordered.

Then, again, printing and paper must be considered, and the dimensions of the catalogue kept within reasonable bounds. This is a little detail of particular importance in these days of increased postal rates. Moreover, in setting out to capture trade by post, the retailer must ever bear in mind that he is not the only one in the business, and consequently he will be wise to lay special emphasis upon those goods which are likely to attract a ready sale on the grounds of appearance, quality, style, and (last, but by no means least) price. He cannot be too strongly urged, therefore, to spend a due amount of time and consideration at this stage in planning out the contents of his catalogue.

CLASSIFICATION OF GOODS.

The proper classification of goods exhibited in a Mail Order catalogue is a subject of vital importance, and it would be no exaggeration to say that the majority of Mail Order catalogues fail lamentably in this respect. It is difficult to understand the reason for this, because adequate and efficient classification is simplicity itself, if only the subject be handed intelligently from the start.

If the question of ordering goods from a Mail Order catalogue is subjected to a simple analysis, what is the result ? Surely that a system must be adopted, which will ensure the recognition of every individual article described, without the necessity of giving the details thereof. There are two essential reasons why this is

necessary. First, the customer must feel perfectly confident that the house will know *exactly* what he wants when he posts the order. If, on the other hand, he feels uncertain about this, then the chances are all in favour of him not ordering, because he is afraid the wrong goods may be sent. This is a fact well proven by practical experience time and again, and no mere theory of "what may happen." Secondly, when orders are received through the post, the retailer will naturally wish to have the goods picked out and despatched with the minimum of trouble and delay; and let it be remembered that, when a Mail Order concern gets well going, there is no time to waste, and consequently this aspect is just as important in effect as the case of the doubtful customer mentioned above.

When a prospective buyer examines a catalogue, and that section of it devoted to, say, dining-room tables, there may very well be a dozen different varieties of the same article—fundamentally the same, of course, but differing in point of material, design, finish, measurement, price, etc. The method of classification desired, therefore, must ensure that the customer and the house, individually and together, know exactly which pattern is indicated by merely referring to a simple number. The point to be emphasized is that the dining-room table, or whatever the article may be, must be immediately recognizable and located by a number without the necessity of going into details respecting size, materials, finish, etc. Needless to say, in those catalogues where no proper attention is directed to the subject of classification, it is necessary to refer to considerable descriptive matter, which should be entirely unnecessary.

Before leaving this subject, it cannot be too strongly emphasized that a proper system of classification should

always be adopted in a catalogue, even if only one or two lines are handled at the outset. The reason is that other goods may be added from time to time as the business develops and, if the catalogue has been *started* upon correct principles, it will be a perfectly simple matter to take care of the new departments as they grow, without the smallest trouble or dislocation of previous arrangements. This precaution is indeed a wise one, and very particular attention is directed to its observance.

A SYSTEM OF NUMBERING.

As previously indicated, it is assumed that a retail store with a number of different departments is about to commence operations in the Mail Order field, and that the number of articles to be represented in each department has been finally decided upon.

In the case of a large business, the organization of the Mail Order department would be placed in the hands of an expert manager, who would be responsible for the production of the catalogue and the working arrangements of the whole section, and the departmental buyers would be entrusted with the preparation of the " copy " for the goods in their respective departments. In a smaller business, however, the owner himself would doubtless take upon his own shoulders the selection and description of the goods in each department represented.

The first step towards a system of numbering is the division of the retail store into separate and distinct departments, i.e. drugs, groceries, ironmongery, etc. To each one of these a letter of the alphabet is given : A, B, C, D, etc.

Assuming, then, that the number of articles to be represented in the drugs department is a hundred, then

the numbers in the catalogue will be A1 to A100 inclusive, the initial letter A representing drugs department. In the grocery department, letter B, there are 200 articles to be figured, therefore the articles in this section will be numbered B1 to B200 inclusive. In the same way, ironmongery is represented by the initial letter C, and 188 articles are to be described. Consequently, the catalogue numbers will be C1 to C188 inclusive. Further departments will follow on in exactly the same way.

It will, therefore, be advisable as soon as the departments have been given their distinguishing letters, and the number of articles in each definitely decided, to prepare a simple "Contents of catalogue table" as shown below—

CONTENTS OF CATALOGUE No. 1

Department.	*Letter.*	*Number of Articles in Catalogue.*
DRUGS	A	A1–A100 inclusive
GROCERIES	B	B1–B200 ,,
IRONMONGERY	C	C1–C188 ,,
DRAPERIES	D	D1–D308 ,,
etc.	etc.	etc.

This table will show at a glance just what space is apportioned to each department, and will serve as a useful check at a later stage when the "copy" has been written, and when it is compared with this table, in order to ensure the inclusion of every article previously allowed for.

It will be clearly appreciated that this system of numbering is simplicity itself, and it is immaterial whether there are 100 articles in a catalogue or 1,000,000, for, if they have their own departmental letter of the alphabet in front of them and are counted as shown, any one can be immediately recognized without the smallest doubt or delay.

There is another detail which materially increases the utility of this method, without in any way making it complicated. Every catalogue or booklet published by the house should be given a number, starting at 1, then 2, 3, 4, etc. By placing this serial number before the departmental letter in every case, it is then possible to tell at a glance what catalogue the customer is referring to, even if it was published years before. It is only necessary to cite a couple of examples to make this point quite clear, and to show how easy it is for both customer and house to interpret an order when received.

1A260 means article 260 in Department A in Catalogue No. 1.

58D328 is the 328th article in Department D in the 58th catalogue issued by the store.

Throughout the entire preparation of a catalogue—from writing the "copy" to passing the final page proofs—unremitting attention must be paid to the numbers against each article, to ensure that they represent the correct departmental prefix and consecutive number.

Before concluding this chapter, it will be necessary to draw attention to the great value of simple progress charts, which are arranged with the express object of keeping every stage of catalogue preparation under the "master's eye," and, provided care is taken to keep them posted right up to date, their assistance can scarcely be over-estimated.

Reference to the examples given on the next page will show that these forms are self-explanatory and quite simple, and their real purpose is the maintenance in convenient form of a diary of events.

It should be borne in mind that, when dealing with a catalogue of any size, it will be advisable to forward

PROGRESS CHART: THE STORE

Department Letter.	Copy Completed.	Sent to Printer.	Galley Proof Received.	Galley Proof Returned.	Page Proof Received.	Page Proof Returned.	Indexed.	Remarks.

PROGRESS CHART: FACTORY ORDERS

Article.	Name of M'frs.	Department Letter.	Copy Completed.	Copy sent to M'frs.	Copy returned from M'frs.	Sent to Printer.	Galley Proof Received.	Galley Proof Returned.	Page Proof Received.	Page Proof Returned.	Indexed.	Remarks.

" copy " to the printers as it is ready for setting-up, as this not only helps them, but expedites the whole job. Consequently, it will be obvious that such a chart is very necessary, in order that the retailer may know at any stage of the production exactly how the work is going.

In practice, it will, of course, be found advantageous to obtain a large sheet of paper, so that the headings will appear in a continuous line, and vertical lines will be ruled so as to keep each compartment distinct and self-contained.

It is quite possible that in many instances it will be found profitable to arrange for certain goods—especially heavy and bulky goods—to be shipped direct from the manufacturers to the customer ; in fact, in many instances this is an invariable practice in the retail trade. Naturally, arrangements will be made in advance with the manufacturers, who will afford certain facilities in the shape of " copy," blocks, and other necessary data.

As these particular goods will not actually appear in the stock carried by the house, it is recommended that a slightly different method of classification be adopted in their case, in order to distinguish them clearly. The simplest method of effecting this is to use the first and last letter of the manufacturers' name in place of the departmental letter, and then start numbering in the usual way from 1 up.

For example, cider in cask supplied by John Smith & Co. may be supplied in six different brands or varieties. Consequently the numbers in the catalogue would be SH1 to SH6 inclusive. Two styles of motor cycles supplied direct from the works of the Dorking Manufacturing Co. would be classified under the numbers DG1 and DG2, and so on.

As a rule, such goods will appear in the ordinary departmental section of the catalogue, and the only main point of difference will be the prefix.

A separate progress chart—differing in a few details—is recommended for the treatment of these special lines that are shipped direct from the factory to the customer.

CHAPTER III

INTRODUCING THE CATALOGUE

A MOST important consideration in the Mail Order catalogue is a suitable foreword, which should serve a dual purpose by introducing the catalogue and emphasizing the great advantages of ordering by mail. It is also essential to declare in no uncertain terms the *policy* of the business, which may be incorporated in the above, or occupy a separate position, the latter being unquestionably the better course to pursue, considering its importance and the bearing it must have upon the whole conduct of the business. Provision must also be made for instructions on " How to Order," covering every point that may crop up in this connection, together with order forms, which are a most useful addition to any Mail Order catalogue.

STYLE AND APPEARANCE.

Some remarks regarding the general style and appearance of the catalogue would seem to be called for, but this is a subject upon which it is well-nigh impossible to give any definite or cut-and-dried opinion. It will be clearly appreciated that everything must naturally depend upon the size of the individual business, the nature of its trade, and its *clientèle.* For instance, one firm may sell clothing to the working classes, whereas another will specialize in one or two highly-priced articles that appeal to an exclusive and wealthy circle only. Obviously, then, such catalogues must be very different in point of quality, style, and general appearance ; and one example like this is

quite enough to show that the treatment of printed matter must in every case be governed entirely by the individual circumstances of the case.

These broad principles, however, may be found of some practical guidance in considering this matter.

The cover design should be good and strictly in keeping with the *nature* of the individual business. Moreover, it should certainly convey a definite meaning or message at the first glance, and be pleasing and attractive to the eye. A bold illustration, correct in technical detail, is to be recommended ; and all lettering should be plain and distinct, grotesque and fancy type embellished with much scroll work being a mistake. Avoid too much wording on the cover, which should follow the essential principles of a good poster, i.e. be readily intelligible at a glance. Finally, cover work should be in good taste ; therefore if colours are used, care and discretion must be exercised in their selection.

The particular class of business under consideration will generally suggest a suitable cover idea.

For example, the interior of a comfortable and well-furnished room is suitable for the general departmental store, and suggests the application of some such slogan as " Order in comfort from your own easy chair."

Or, a firm supplying agricultural implements and machinery, might be well represented by an attractive cover design of " Work in the harvest field," and so on.

THE FOREWORD.

The introductory remarks need not be lengthy, but should explain in a few well-chosen sentences the reason why the catalogue is published, laying great emphasis on the advantages of shopping by post, as indicated in the opening chapter. Let it be clearly

shown that the same service will be extended to Mail Order customers as to those who actually visit the store itself. Service must play a very important *rôle*, and to that end must be kept well to the fore.

A distinct advantage in making the foreword concise and to the point is this. It enables large open type to be used, which is so much easier to read than close matter, and this fact should ensure it consideration. In endeavouring to attain this end, however, no suggestion of curtness must be allowed to creep into the phraseology employed.

THE POLICY.

Assuming that the policy of the house will occupy a page by itself—undoubtedly the correct procedure in view of its significance—the wording must be carefully planned, as it is desirable to have this matter also displayed in nice large type, with plenty of white space at head and foot to give it due prominence. So much has already been said regarding this vital question, that further comment upon the policy of a house is uncalled for here, but naturally it is of paramount importance that the policy and the "money back" guarantee be clearly stated in a firm and vigorous manner that leaves no room for doubt or misgiving, or the suspicion that the policy may not apply under certain conditions. Let it be ever borne in mind that a policy to be any good at all, must be as firm as a rock and unalterable, or, in other words, absolutely *consistent.*

The common expression, "We guarantee satisfaction," should be avoided, because in reality this is quite impossible of achievement, however honest one's intentions may be. Satisfaction demands the agreement or consent of two parties, and however sincerely

one party may endeavour to satisfy the other, he cannot succeed unless the other is reasonable and hence agreeable to be satisfied.

On the other hand, every measure may be taken to ensure satisfaction by stocking only those goods that are of reputable manufacture, and by following and preserving the best principles of good service from start to finish. These are the points to emphasize in the policy, because they convey an expression of real and practical worth, instead of a statement that is meaningless and impossible to fulfil.

It is quite a good plan to have the name of the firm printed from an autograph or signature block at the foot of the policy, as this endows it with additional emphasis and rightful display.

INSTRUCTIONS ON ORDERING.

Attention has already been drawn to the importance of making everything in the Mail Order catalogue easy to understand, consequently the subject of ordering must be thoroughly covered, and every detail which may present a doubt or a difficulty must be included and satisfactorily explained. It is unnecessary to go minutely into the wording of each individual instruction—indeed, the table given below is practically self-explanatory—but the salient points to be considered under this heading are as follows—

INSTRUCTIONS ON HOW TO ORDER GOODS

TERMS OF BUSINESS. In a house doing solely Mail Order business, cash with order is the invariable rule; but General Stores, etc., frequently run credit and deposit accounts.

HOW TO ORDER. Explain that the customer need only quote number, description, quantity, size or measurement, colour, and price. Give a fictitious example, thus: 1A240 Gloves, 2 prs., No. 7, Dark Brown, 5/- per pair.

How to Remit (i.e. postal order, money order, Treasury note, cheque). If special crossing required for the cheque, give necessary particulars.

Carriage. Some firms make a point of paying all carriage. Others charge extra. A definite rule is recommended, which should be adhered to in every case, as it saves a good deal of work and trouble. This is obviously a case where individual circumstances must govern the decision.

Samples. In certain classes of business, these play a very important part, in which case a definite system is called for as regards their return. Instructions should also be given concerning patterns selected, which should be firmly attached to the order, and the name given as well, in case of accident. On a large scale, a great quantity of materials of various kinds is cut up into patterns, therefore this matter cannot be lightly treated.

Damaged Goods. Instructions should be issued regarding the importance of signing for goods (*ex* railway) unexamined. Also take into consideration the possibility of goods arriving damaged through bad or careless packing, etc.

Complaints. Enlarge once more upon the "money back" system. It is quite a good plan to instruct customers to mark communications of this nature as "Private."

Returned Goods. Issue necessary instructions for the return of such goods as fail to satisfy, and note they must in every case be returned at the firm's expense.

Non-returnable Goods. There are just a few exceptions to the "money back" rule which must be considered reasonable, as, for example, goods that are made specially to customers' order, and such articles as tooth-brushes, dentifrice (if opened), etc. No sane person can cavil at the inclusion of this paragraph.

Sale Catalogues, etc. Invite customers to send their names and addresses, together with those of any friends they may like to include, if they wish to be kept posted with all sale, bargain, and other lists the house publishes from time to time.

General Remarks. Not covered in the foregoing.

Address for All Communications. Full postal address should be clearly displayed.

Hours of Business. Useful if the firm does a shop trade as well, but unnecessary in a sole Mail Order enterprise with no showrooms.

In some kinds of Mail Order undertaking, it will not, of course, be necessary to make these instructions so full as the above; but for the purpose of illustration

here, we have purposely interpreted conditions as applicable to a departmental store, which naturally cover the widest field possible.

THE ORDER FORM.

It is an excellent plan to include order blanks in Mail Order catalogues, and to have a good supply over and above the quantity enclosed at the first mailing of the publication. The latter will be useful for sending to customers with their invoices, and also when they apply for fresh supplies.

There are three very definite reasons why order blanks are recommended—

1. They make it easier for the customer to order, as the minimum amount of writing is called for when the order is dispatched.

2. They very materially help the house in the selection and shipment of the goods ordered, because details respecting number, description, quantity, size, colour, and price will be set forth in a clear and straightforward manner.

3. If customers get into the habit of filling up order blanks properly, they learn to write their orders in such a way as to be rapidly handled at the store.

A useful form for an order blank, designed to cover the requirements of a departmental store, is shown on page 28 ; and it will be remarked that the " money back " guarantee and an invitation to supply further order blanks upon request are included.

One other form must not be forgotten here, and that is the self-measurement blank for inclusion in the pages devoted to the clothing section of the catalogue. Great business is done in this direction ; but as the general style of form in use is the outcome of many years' practical experience, and therefore

ORDER FORM.

Our Unalterable Policy.
Your Money will be immediately refunded if you are dissatisfied with any of the Goods supplied.

To

THE POSTAL TRADING CO., LTD.,

45 Queen's Parade, Ditchampton.

DEAR SIRS,—

Please supply the undermentioned Goods, for which I enclose.....(*state form of remittance*)..... value £.....*s*.....*d*.

(*Signed*) .....

NAME..... (*state Mr., Mrs., or Miss*)

ADDRESS .....

.....

STATION..... Railway

(It is important to give this information when ordering Goods that cannot be sent by post.)

No. in Catalogue.	Description.	Quantity	Size or Measurement.	Colour.	Price.

ORDER FORMS. We shall always be happy to send you a further supply of these Forms upon request.

standardized, it is quite unnecessary to give an example of it here.

To sum up this chapter, the correct order of the preliminary announcements described should be as follows—

Outside front cover : Design and title.

Inside front cover : Foreword.

First page : The policy.

Second page : Instructions on how to order, etc.

The order blank can be inserted at any portion of the catalogue, and it is a good plan to have it printed upon a tinted paper for the purpose of distinction ; but the self-measurement form for clothing should, of course, be inserted in that section of the book devoted to this department.

CHAPTER IV

DESCRIBING THE GOODS

In the opening chapter, considerable emphasis was laid upon the paramount importance of the catalogue and its position in a Mail Order business ; and, bearing this perpetually in mind, it will be readily appreciated that the way in which the goods are described will make all the difference between success or failure.

The catalogue is nothing more or less than the accredited representative of the house and, like the human salesman, it must be able to convey its message to the customer, and convey it in such a forcible manner that business results. To that end, therefore, the greatest care and attention must be devoted to this subject of describing the goods.

If we take a lady's hat, for the sake of example, it must be our aim to describe it in such a manner that the prospective customer feels a desire to possess it, so much so that she is ready to mail her order for *that very article* displayed in the catalogue. Emphasis is directed to the expression " that very article," and with good reason. It is not enough merely to interest the customer in hats, but the desire must be created in her mind to possess *that particular hat* and no other. The same rule applies to goods of every description figured in a catalogue, and this is a good example of the radical difference between direct and indirect (or general) publicity.

The golden rule to be observed in the description of

all articles is this : " Say everything there is to say about the goods."

In other words, avoid all possibility of the customer feeling doubtful upon any point or detail of construction, size, price, colour, etc. Full and complete description will avoid the danger that invariably ensues when the customer has to draw upon his or her *imagination.* It is not suggested that descriptions be long-winded or verbose—this will be understood—but it is really most unreasonable to expect people to post their orders for goods when the descriptive matter is scant and meagre, as so often is the case in so-called Mail Order catalogues.

THE POWER OF HONESTY.

Avoid repetition and the use of exaggerated phrases, and (above everything) strict and absolute honesty must be preserved in every piece of descriptive or illustrative matter published by the house. It must never be forgotten that the customer *relies* on the written description (and he is entitled to) and, if there is an illustration as well, he is justified in assuming that it is a really faithful reproduction of the article under consideration.

Apart from the ethics of honest trading, a moment's reflection is sufficient to prove that genuine methods pay all along the line, and it is only due to a small minority that Mail Order labours under a certain amount of prejudice in some quarters. By advertising goods for sale that have been found on delivery to be anything but a counterpart of the written description, this class of trader has ruined his own prospects and at the same time brought Mail Order into disrepute. However, one can happily assert with confidence that the great majority of houses operating a Mail Order

business to-day are genuine, straightforward business people, whose written word can be relied upon, and it stands to reason that satisfied customers will only result if the goods please. The building-up of a sound and permanent connection, with a steady flow of repeat orders, is entirely dependent upon their confidence and satisfaction.

UNIFORMITY IN ARRANGEMENT.

In the preparation of a catalogue, it is of the utmost importance to observe uniformity in the arrangement of all descriptive matter, and experience proves the wisdom of it.

The first point to remember in describing each article is the *number*, which should always appear *first*, and no article of any kind must appear in the catalogue without a number.

The next point is the treatment of similar articles with uniformity as regards order of description. For example, there may be six different varieties of a 12 bore sporting gun to illustrate ; consequently, if the description of the first leads off with details respecting the barrels, followed by particulars of the hammers, locks, length, weight, powers, and finish, then each of the remaining five should be described in the *same order*. The great advantage of this lies in the fact that the prospective customer is thereby enabled to *compare* readily the different points of each gun, because he knows the order of description follows a fixed plan. The same rule applies with equal force to every department where it is necessary to figure different patterns of the same article.

It must not be supposed from the foregoing that every description of similar articles must necessarily commence in the same way. On the other hand, it is

most desirable and perfectly easy to vary the opening sentences along the following lines—

1K100. 12 BORE SPORTING GUN, fitted with the finest Damascus steel barrels, 30 inches long, left full choke, etc.

1K101. SPORTSMEN WHO REQUIRE a really strong and serviceable 12 bore, will find this pattern of sterling value. The barrels.....etc.

1K102. FOR ALL-WEATHER WORK AND PLENTY OF HARD WEAR, this 12 bore of Birmingham manufacture is probably the finest value obtainable to-day. The barrels..... .....etc.

1K103. OUR SPECIAL AIM in the design and manufacture of this pattern has been the provision of a really suitable 12 bore Sporting Gun for ladies. The barrels..... .....etc.

In every case, it will be noted that the definite order of arrangement is followed as soon as the introductory remarks are completed.

Uniformity in the arrangement of measurements and prices is equally as important as systematic arrangement of descriptive matter, but this is dealt with more conveniently a little later in the present chapter.

HOW TO DESCRIBE GOODS.

It would be no exaggeration to say that a very large percentage of Mail Order catalogues published in this country fail utterly and entirely in the matter of adequate description. Why this should be the case, it is difficult to say, because it is quite certain that customers visiting the store itself would never dream of buying upon such scant information. Moreover, not only are the details meagre and insufficient, but several prices are frequently quoted for the same article, without any explanation of the difference.

The positive need for full and vivid description must be very deeply impressed upon the mind of everyone contemplating the organization of a Mail Order business, otherwise it is both futile and unreasonable to

anticipate a good return. In order to show that inadequate treatment of descriptive matter is indeed a common occurrence, and no mere flight of fancy on the writer's part, a few actual examples are given below, which have been taken word for word from actual catalogues which purport to sell goods by mail.

BOOKCASE in mahogany, oak or walnut, with glazed doors, bold cornice, cupboard, and shelves; in the underpart, locks and keys.

WRITING PAD, with fittings as illustration. In durable cloth, dull art shades.

LADIES' MOTOR BAG in morocco leather, with set of miniature fittings in sterling silver and ivory.

THE "BURLINGTON" OVERCOAT in striped and mixture tweeds. Sizes: 36–38–40–42, and 44 inches.

Pages could be filled with similar examples, but these are quite sufficient to illustrate the point under review.

At an earlier stage, a good rule as regards description was given, namely, to "say all there is to say about the goods," and this sums up the whole case in a nutshell.

It would be an easy matter to devote a great many pages to this very interesting subject of description, and to give a wide range of examples of how goods *should* be described; but as space is an important consideration, two or three illustrations must necessarily suffice. This descriptive matter is prepared according to the essential principles of Mail Order, for, by including every detail which the customer would see (if he visited the store), he is enabled to form a picture in his own mind of each, without having to draw upon his own imagination—a dangerous practice—as already indicated.

3H543. THE "WONDER" POULTRY HOUSE. This house is rightly named and surely merits its title. Constructed of the best ¾-inch tongued and grooved match-boarding, on a stout red deal frame, it is delivered in sections complete with necessary bolts,

for quick and easy erection. The attendant's door is fitted with a strong lock (lever pattern) and key, and is hung on strong butt hinges. At front of house are two sliding shutters over windows of first quality galvanized wire netting, 1-inch mesh, and being provided with strong chains, ventilation can be regulated at will according to weather conditions. The fowl entrance at side is complete with drop-door to which a chain is riveted, thus allowing it to be opened or closed at will. The roof, sloping slightly to the rear, to allow proper drainage, is surrounded with a fillet, and is covered with the finest compressed sheet asphalte, which renders it absolutely waterproof and rot-proof.

Inside are two perches running the length of the house, together with three nest boxes of the latest approved pattern.

Measurements are as follows: Length, 6 ft.; breadth, 4 ft.; height in front, 4 ft.; height at rear, 3 ft. 6 in.

This design is up to date in every detail, and of exceptional value at the present time.

Price—*complete with all fittings as above* . . **£3**

3L890. EASY CHAIR. This beautifully designed Easy Chair provides luxurious comfort combined with handsome and dignified appearance. The framework is constructed of the finest mahogany, and the upholstery is carried out in genuine dark red morocco—hair stuffing. The seat is low and well sprung, being 16 inches in height from the floor level. The actual width between the arms is 19 inches and the length from front to back (inside measurement) 23 inches. The legs are fitted with special easy running castors, and the whole chair is characterized by the finest possible workmanship and finish.

Price **£30**

4T65. GENTLEMEN'S "SUPER" DRIVING GLOVES, made of the best quality Tan Cape. A special feature is the palm of double thickness, which affords extra-special strength and durability. Ventilation is afforded by means of neat eyeleted slots, and the gloves fasten with a strong elastic band and snap-clip device. Made in all sizes and finished in light or dark brown Tan Cape.

Price per pair **25/6**

The actual length of descriptive matter must necessarily depend upon the goods under review and, whereas

certain articles can be quite adequately covered in a few lines, others may demand a considerable amount of space. For example, in the catalogue issued by one of the great American Mail Order houses, three or four whole pages are devoted to describing their special make of cream separator, every part of the working mechanism being minutely covered and well illustrated, in addition to the large coloured plate of the complete apparatus.

No hard-and-fast rule, therefore, can be laid down as to the correct length of a description ; but, if the point is kept ever in view that everything must be *adequately* described, there should be no difficulty in deciding this question.

PRICES AND MEASUREMENTS.

As indicated above, the arrangement of prices and measurements upon a uniform principle is quite as important, mainly because the question of comparison enters into the matter to an equal degree. Apart from this, systematic planning will add very materially to the appearance of the catalogue and make it far easier to consult.

Great emphasis must be laid upon the importance of one price—one article. On no account should several prices ever be given for a single item in the catalogue without adequate explanation. One frequently sees certain goods advertised, followed by the words " From 10/- to 25/- " each. This is an unpardonable offence in a Mail Order catalogue, because it is vague in the extreme, and immediately sets the customer a problem—why is there a difference in price ? Probably on account of variance in size, colour, quality, etc. Moreover, in nine cases out of ten, the additional price is doubtless justifiable and perfectly reasonable. There

is, of course, no objection whatever to this in principle, *provided* the difference be explained. If one table is made of better quality oak than another and therefore costs more, let the fact be clearly stated. Or, supposing that it costs more to supply a writing case in fawn colour than in red—owing to processes in the dyeing—explain the fact when quoting the higher figure. Again, if Size 1 of a certain article costs 1s. and Size 10 costs 10s., let each size and price be given separately in place of the vague statement " Prices from 1/- to 10/- each."

With regard to the numbering of articles, where there are several prices, this rule must be strictly observed.

The number, say, 1A260, which represents a dining-room table in oak, can stand for twenty similar tables if they only vary in measurement (*see* examples below of pricing these), because in ordering, the customer will write down 1A260 dining-room table, size 10 × 6—or whatever it may be.

But if a similar design of table is made in oak *veneer*, it is a different article altogether, although it may be the same style, and consequently it must bear a separate and distinct number.

In the case of a description where *one* article is concerned, the price should always occupy a position at the end of the printed matter, on a line by itself, thus—

Price . . . . . £10 - -

In cases where there are several sizes of identically the same article, they may be conveniently set forth as under—

Size	2 × 4 ft.	3 × 5 ft.	4 × 6 ft.	5 × 8 ft.
Price	**£1 - -**	**£2 - -**	**£3 - -**	**£4 15 -**

or—

Size	1	2	3	4	5	6	7	8	9
Price	**2/-**	**3/-**	**4/-**	**5/-**	**6/-**	**7/-**	**8/-**	**9/-**	**10/-**

In the treatment of descriptive matter relating to soft goods, i.e. dress lengths, scarves, table cloths, etc., measurements should always be given in the same order as follows—

1B230 SCARF—Width 18 inches, length 45 inches.
1C346 DOUBLE DAMASK TABLE CLOTH—Width 2 yards, length 3½ yards;

and where materials are sold by the yard—

Price per yard 8/6

In the stationery department, notepaper will probably be sold by the quire and in boxes of five quires, in which case arrange prices as follows—

Price per quire .....
Price per 5 quires, neatly boxed .....

Stock sizes of paper will also enter into certain descriptions in the same section of the store as under—

Size	OCTAVO	6 MO.	QUARTO	FOOLSCAP
	5 × 8	8½ × 6¾	8⅛ × 10¼	8⅛ × 13
Price per ream	**4/-**	**4/6**	**7/6**	**10/6**

Where a description covers single articles, together with prices for quantities of, say, half-a-dozen and a dozen, this method of arrangement is indicated—

Price each .....
Price per ½ dozen .....
Price per dozen .....

These examples will suffice to show the importance and value of uniformity, and one cannot perhaps conclude this chapter in more practical fashion than by inviting reference to those catalogues (and there are plenty of them) where no attempt whatever is made to follow any scheme of systematic arrangement.

CHAPTER V

ILLUSTRATING THE CATALOGUE

THERE is an old and well-known saying, "Seeing is believing," which, being interpreted, means that the *sight* is more relied upon than any of the five senses. Regarded from the viewpoint of Mail Order in general and the catalogue in particular, this only shows what an important part is played by the illustration, and how very necessary it is if the best results are to be achieved. No matter how good a description may be, or how thoroughly every detail is explained, the order is more difficult to obtain if no picture is shown at the same time. It would be no exaggeration to say that a person is 95 per cent nearer ordering if presented with a good illustration of the article in which he is interested, and this is a proven fact which no amount of discussion can possibly alter, for the very good reason stated at the commencement of this chapter.

THE PSYCHOLOGY OF MAIL ORDER.

Without attempting to enter deeply into the study of that complex science known by the term "Psychology," it is of paramount importance to obtain a firm grasp of the rudimentary principles as they affect Mail Order business—for they assuredly repay anyone who is willing to appreciate them at their true value.

It may be an advantage to give a definition of what is meant by psychology before going any further, because it is undoubtedly one of those terms which is loosely applied and subject to very considerable elasticity in many quarters.

Psychology is the science that treats of mental phenomena together with their classification and analysis; while *Phenomena* are things which are perceived by experiment and observation.

From the definition, then, it will be apparent that a very wide field is covered by this study, and it is not difficult to appreciate that it must of necessity have a very important bearing on the subject of business. It is commonly said that we lose a great share of the world's trade for the simple reason that we will not study *the other man's viewpoint* sufficiently, and to a very great extent there is little doubt that this is a true presentment of the facts. In simple everyday language, then, one of the chief reasons why the study of psychology is so valuable in Mail Order is this: it emphasizes the vital necessity of getting the other man's viewpoint, or, to use a colloquialism, "putting the boot on the other foot."

No finer example of this can be taken than the illustrations of hats, furs, and wearing apparel which appear in the catalogue—as a rule shown on actual figures of men and women. In studying these pictures, the natural feeling is this: Individuals unconsciously picture themselves in those very garments shown, and this is the important point—they see themselves in the very guise depicted!

From this, therefore, it will be recognized how essential it is to be very careful in the selection of the illustrations used; and if actual photographs of the goods in use are obtainable, so much the better.

Psychology plays an almost equal part even in descriptive matter and, as a case in point, imagine an advertisement which presents some phrase leading off with the word "*Don't.*" The immediate effect produced is *negative*—and, once start a negative train of

thought, the proposition—however good it may be—is lost.

It is of extreme importance to be *positive* always.

THE NEED FOR QUALITY.

To those who intend starting a Mail Order business, one cannot emphasize too strongly the vital need for quality and discrimination in the matter of illustration. The old-fashioned idea that " anything will do " in the shape of pictorial display is entirely wrong, and should by this time be entirely obsolete, though unfortunately this is not the case.

When considering the impression that the average individual obtains when looking at illustrations of clothing, etc., it must be borne in mind that one of the greatest aids to success in this direction is the employment of the right sort of picture.

It is an established fact that Mail Order campaigns have completely failed on the score of indifferent illustration alone, and that the same goods have succeeded when the trouble has been rectified; so why should experience gained be paid for again, when it can be turned to the profit of the newcomer, if he is willing to read, mark, learn, and inwardly digest ?

In illustrating articles of clothing where it is necessary to show them on the figure, it is essential that care be directed to the face and general appearance, but the face must be the main consideration. Avoid like the plague faces that are vacuous and doll-like, and substitute those which are animated, keen, intelligent, and good-looking. The figure should be such as any man or woman would be proud to possess, and the stance should be essentially easy and natural, and not stiff and artificial.

There are two methods in general acceptance where

it is necessary to show hats, wraps, furs, clothing, etc., on the human figure. The apparel in question is either photographed worn on an actual human figure, or the garments are mounted upon dummy figures and then photographed, the heads and faces being afterwards added by artists, who employ the "wash method" of indian ink drawing.

Naturally, the former is the best way to secure good results; but, if this cannot be adopted, the attention of the black and white artist responsible for the faces must be directed to those important points referred to above.

Reference to some of the really high-class publications issued by those houses who cater for home-made patterns of jumpers etc., will prove how superior are the results obtained by direct photography of the garments worn by an actual human being.

On the other hand, a perusal of the "drawings" variety—published broadcast—will show that the points laid down here as being of paramount importance are very frequently ignored altogether.

COLOUR WORK.

Where colour work is used, it must be really good; and unless it fulfils this condition, it is far better left alone entirely, and the illustrations shown in black and white or brown and white.

Good colour blocks are of tremendous value, because the important detail of the human imagination is vitally concerned in this connection. The great advantage of the colour process is this: it faithfully conveys the impression and does not call upon the customer to "imagine" what it is like.

Take, for example, a carpet or a very elaborate costume. In both these cases, several different colours

are employed and, in describing the manner in which they are designed and interwoven, it is more than likely that the customer will not form a clear impression in his mind of their finished appearance, and he or she may wonder—in the case of the carpet—whether it will match the wallpaper sufficiently well or, in the case of the costume, whether it will be agreeable to the individual taste.

If a first-rate colour block is employed, however, it is possible to see at the first glance *exactly* what the goods look like, and this brings us back to what was mentioned earlier in the present chapter, namely, that the customer is then 95 per cent nearer ordering.

Colour work is, however, by no means necessary for the great majority of goods described and illustrated in a Mail Order catalogue, because if the colours are straightforward—say, black and white, pink and grey, scarlet, mauve, indigo, etc.—the customer knows just what they represent, and it is not essential to incur the additional expense of colour-process work.

It is important to be very careful in the utilization of colour blocks, and correctitude in the matter of technical detail should be studiously observed throughout. Articles should never by any chance be figured in colours just for the sake of display, if they are not actually finished in those same colours ; and if goods are shown in fanciful tints, when this is technically wrong, they will undoubtedly offend the practical man and divorce his interest entirely.

In this connection, it should always be remarked that illustrations should be perfectly correct in detail —and this especially applies where drawings are made— because the customer who is really interested in the article in question will study it most carefully and be on the look-out for points that are incorrect. For

instance, in the matter of harness, the practical horse man will often find technical errors when looking closely at illustrations depicted in a catalogue, and the impression received in such cases is not such as inspires confidence in the house.

The application of psychology must not be lost sight of in the whole of this illustrative study.

An otherwise excellent winter catalogue, put out by a Mail Order house of repute, was seriously depreciated by the treatment of the cover design, which depicted a lady sitting in front of her fireside—apparently making up an order in peace and comfort—but the expression on her face was one of doubt and perplexity, and immediately conveyed the impression "How difficult it is to order goods by mail."

In the same way, attention must be paid to what might appear to be quite trivial details. For example, a picture of a lovely flower garden will be quite spoiled if the fences are not in good repair, or an illustration of a dairymaid working a cream separator will be seriously discounted if she looks silly and untidy.

These little points, coupled with the strict observance of a *positive* policy (as opposed to negative), will make a difference which can be spelt with a capital D.

THE SELECTION OF BLOCKS.

For all practical purposes, there are only two classes of blocks suitable for the illustration of a Mail Order catalogue—the half-tone and the line block. Outline blocks are of small material value, and help but little one way or the other in swaying the customer's order.

The half-tone—commonly spoken of as the photo-block—is the one which gives the best and most vivid presentment of an article, and for that reason is the

style most commonly employed. As the name suggests, it is necessary to have the goods photographed, and from the photograph the block is made.

It would not appear to serve any useful purpose to go into the study of block-making here, but it should be recognized that the half-tone block is engraved upon a screen process. If reference is made to a half-tone reproduction in one of the daily papers, it will be noticed that the whole of the picture is really made-up of a great number of dots. This is what is known as a " coarse " screen, and is specially designed for printing on rough, open paper, with no smooth or prepared surface. In the case of a half-tone block reproduced in a high-class book or magazine, the dots will be almost imperceptible. This is a very fine screen, and the block has been engraved for printing on a shiny surface, i.e. art or imitation art paper.

The pages of the catalogue should be of quality paper that will receive a fine screened half-tone block, otherwise it will be impossible to obtain that fineness of display which is so essential, and care must be taken when selecting the paper to ensure that it is pronounced suitable by the printer for the blocks intended.

When a half-tone block has been engraved, other blocks, known as electros, can be taken from the original at a lower cost, and are, as a matter of fact, employed for general work.

The line block is commonly used for pen-and-ink drawings, which do not require the same wealth of detail as actual photographs, and for certain articles —such as furniture—are very suitable.

Reference was made above to the photography of garments mounted upon dummies, the heads and faces of which were to be added in wash-drawing work by a black-and-white artist. These would in every case be

reproduced on the half-tone process, and not as line blocks.

In setting out to illustrate the catalogue, it should not be necessary for the house to rely entirely upon its own efforts in the production of blocks. Manufacturers and wholesalers generally carry good stocks of these, and will be agreeable to lend them for the purpose of illustrating the goods they themselves make or supply.

Where it is necessary, however, to have blocks made from the photograph of actual goods in stock, it is highly important to maintain a record of these from the very outset, as they are costly articles these days, and are easily lost if due care be not exercised. The blocks themselves (when not in use) should be stored in flat cabinets, and a card should be made out for each block, designated by its description, upon which should appear spaces for recording date sent, where sent, and date returned. If this is kept posted up, it will be possible to locate the position of every block at any time.

CHAPTER VI

PREPARATION OF "COPY" AND PRESS WORK

TYPEWRITTEN work is naturally preferable, though not essential, for the preparation of "copy" to be sent to the printers. Not only is it more legible, but it permits of a carbon copy being taken, which is certainly advantageous, especially if by any misadventure the original matter goes astray in the mails.

Attention is once more directed to the necessity of watching the numbering of the articles at every step, in order to see that each one is shown in its correct department and in right sequence.

It is highly important to be careful in the selection of a printer for the job of producing the catalogue, and steps must be taken to get into touch with those firms which make a speciality of catalogue work.

Specimens of their work should be previously obtained, and satisfactory evidence procured that they are in a good position to carry out the peculiar demands of catalogue work.

It will not do to go to any firm just because they are in the printing trade, as this is speciality work which demands a speciality firm.

Moreover, it is recommended that competitive estimates be obtained from two or three separate printing firms, as there is very often a big difference between prices quoted for this work. A word of warning must be uttered, however, that the cheapest figure is not always the one to take, as quality and good work are important considerations that one cannot afford to ignore in this connection.

TYPE TO BE USED.

When the printer is selected, it is a good plan to have a book of specimen type styles sent for perusal, as this will play an important part in assisting towards the selection of good style work.

It is not possible to deliver any definite judgment upon the type that should be selected, as this must necessarily depend upon the size and style of catalogue under survey; but it is a good general rule to choose nice plain type that is easy and pleasant to read; and in the matter of capitals, it is a great mistake to have too many different varieties of fount (i.e. style of type-face).

Printed matter very often appears with a great many different kinds of type upon a single page, but the effect is never pleasing, and much better results are obtained where a few good founts are chosen and adhered to.

Fancy and grotesque type-faces should be rigorously avoided, and especially new type styles which the printer may advance as the "very latest" fashion. The good old-fashioned plain type cannot be improved upon, and especially for the ease and clarity of expression so necessary in the Mail Order catalogue.

Script type should be avoided; and, if special emphasis is desired, much better effects will be obtained by the use of heavy-face lower case lettering of good plain style, or light capitals.

When the type for the body work has been finally selected, it is quite a good plan to have the printer set a page in solid matter, the same size as a sheet of the finished catalogue, and run off a few copies. The object of this is to ascertain at any period while the work is in progress how much typewritten "copy"

is required to fill a given space in actual letterpress, or perhaps it would be better to say, how many lines of type matter are represented by a certain quantity of the typewritten " copy." Actual printing is somewhat deceptive, and it must be remembered that what appears to be considerable " copy " in the " raw " state, is very much condensed in the finished article.

TYPEWRITTEN COPY.

The following procedure should be followed in preparing the typewritten " copy " for the printer, and should be carefully noted.

If it is possible to obtain actual " pulls " (i.e. impressions) of the blocks to be used for illustrating the text of the catalogue, they should be cut out with a pair of scissors and pasted upon a plain sheet of paper in the exact position it is intended they should appear. Where blocks can be loaned from manufacturers and others, as suggested above, this will be easily accomplished, as the " pulls " can be cut out of existing catalogues and other printed matter.

The typewritten " copy " relating to the actual article as represented by the block should then be cut out and pasted underneath the illustration, great care being taken that the number and name appear first and beneath the correct article. If the strips of typewritten " copy " are too long, they can overlap at the foot of the sheet.

If the block in question cannot be represented by an actual " pull," a square or parallelogram (the exact size of the block) must be drawn in the correct position, and the name and number of the article be clearly marked in the space. The " copy " will be pasted underneath as before.

Where there are no illustrations, the actual pages of solid typewritten "copy" can be sent exactly as they stand, and all sheets should be numbered to show correct order of sequence.

As regards the blocks themselves, it is highly important that every one in hand, which will be sent to the printers together with the typewritten "copy," should have the number of the article represented pasted upon the back; and where blocks are sent direct to the printers from other sources, numbered slips should be sent to the persons concerned with the request that the slips be pasted upon the correct blocks before dispatch.

It may appear that the importance of watching the numbering is somewhat laboured, but, in practice, this is not so; and, unless such steps as indicated are taken, there is almost certain to be trouble sooner or later. It must not be forgotten that wrong numbering and description in the finished catalogue is going to cause endless confusion.

Apart from this aspect of the case, which solely refers to the house itself, it is only right that everything should be made as clear as possible for the printer; and it is idle to blame him for after-troubles, if due precaution be not taken at the outset to guard against error and to make everything perfectly straightforward.

In producing a large catalogue, it is very advantageous to keep the press-work on the move, and not defer making a start till all the "copy" and other details are completed. Consequently, as "copy" is completed for each department, it should be despatched to the printer; and so long as the progress charts (explained in a previous chapter) are kept posted up o date, there need be no fear of the principal losing

sight of any of the details of this important work. It is in the handling of a really big job, where there is considerable detail to be attended to, that the value of these charts will be recognized and appreciated to the full.

HANDLING PROOFS.

It is important that a knowledge of reading and correcting proofs be acquired, because in handling printed matter of every description, certain symbols are used which are in use the world over, and which are the recognized signs known and accepted by all printers. Consequently, to attempt the correction or alteration of proofs in any other fashion will lead to trouble.

The accuracy of printed matter naturally varies, but it is only reasonable to expect a certain proportion of errors in all work of this description, for, following the words of the old adage, " Accidents will happen even in the best regulated household."

It is, therefore, important to emphasize the fact that proofs must be closely *scrutinized* and not merely " glanced over "—not for typographical error alone—but for such vital points as wrong numbering, the wrong description below a certain heading, punctuation, and so on.

Attention is, therefore, directed to the reproduction of the actual symbols commonly adopted for correcting printed proofs ; and should there be any accidents in the shape of mis-placed descriptions, it is obvious that this error can be pointed out quite plainly, because, of course, it is not covered in the table shown.

At the same time, while one should always be fully alive to the possibility of this particular form of

mistake, it may safely be said that very few good printers are likely to go astray in the matter to this extent—especially if the advice be followed, to go to a firm which is accustomed to this speciality work.

PROOF CORRECTION.

MARKS OR SYMBOLS RECOGNIZED BY PRINTERS

Mark or Symbol.	*Meaning and Remarks.*
∂/	This means " delete " or take out. It may often appear desirable to omit a word which appeared all right in the type-written " copy," or a stop may be inserted which is out of place.
———	To indicate the use of italic type. If heavy-face lower case is to be used for emphasis instead, arrangements can be made with the printer that this line represents it instead of italics.
═══	Indicates small capitals.
═══	Indicates large capitals (additional emphasis).
l.c.	To be set in lower case (i.e. small letters). This refers to a case where capitals have been used in error.
ꝺ	The letter is upside down—purely a typographical error which may occur.
×	Draws attention to a broken letter due to bad type.
w.f.	Indicates a wrong fount (i.e. wrong type-face). Sometimes this crops up and is easily noticeable among the type selected for the body work of the catalogue.
⊙	Insert full stop.

MARKS OR SYMBOLS RECOGNIZED BY PRINTERS—(*contd.*)

Mark or Symbol.	*Meaning and Remarks.*
trs.	Transpose words or letters. An instance of this may be: "This is catalogue a we which hope you will keep by you." The words to be transposed or placed in correct order are "a" and "which." They should be ringed round and this symbol used.
⊂	Close up. Sometimes words are too far apart—another typographical error which is commonly met with.
stet	The Latin word *stet*, which means "let it stand." This is used when something is crossed out in error which should remain.
⫽	The lines are not straight.
#	Leave a white space.
⊢/	Insert a hyphen.
⊢/	Insert a dash.
□/	Insert an "em" quad. At the beginning of a line it may be necessary to indent or set back the commencing letter slightly. This is called an "em" quad.
⊥	A space is standing up. This refers to the slip of metal which the printer places as a space between words, and the cause of this mistake is that sometimes they spring up and consequently mark the paper.
" "	Insert quotation marks—commonly styled inverted commas.
(?)	Awaiting verification. This is not likely to occur, but it refers to any passage upon which the proof reader is not clear and, requiring opportunity to verify the case, marks a query to show it is under review and is, therefore, not to stand without confirmation.

MARKS OR SYMBOLS RECOGNIZED BY PRINTERS—(*contd.*)

Mark or Symbol.	*Meaning and Remarks.*
centre	Words to be centred. Refers to wrong alignment of a title or heading.
[	Begin a new paragraph.
⊂	Carry on—not a new paragraph.
ʎ	Insert words in margin.
/	Make necessary corrections. This is a general sign to attract attention to any alteration in the proof.

GALLEY PROOFS.

The first proofs sent by the printer will be on long strips of paper known as galley proofs or "galleys."

It will be understood that in marking corrections on these, the symbols shown will be drawn in the space on each side of the "galleys"—ample room being provided for this purpose.

Red ink is advisable for proof correction, as it is distinct and more obvious than the ordinary blue-black writing ink in use. Every care should be taken to make all necessary corrections in a clear hand, as this will greatly help the printer and expedite the job in hand.

As soon as the necessary work has been carried out, the proofs should be signed "O.K. with Corrections," dated, signed, and returned to the press without delay.

Duplicate proofs should be called for upon every occasion, and both sets should be corrected with the same care and precision. There are distinct advantages in following this procedure, for not only does the provision of the duplicate guard against any possible

loss of the original in the post, but it saves the printer the trouble and additional postage incurred by having to return the " galleys " when sending the page proofs.

PAGE PROOFS.

After receiving the galley proofs duly altered and corrected, the printers will then furnish page proofs, which must be very carefully compared with the galleys (the duplicate being in possession), in order to note that all previous corrections, etc., have been carried into effect.

It is also necessary to scrutinize carefully the appearance of the blocks and to satisfy oneself upon their general style and appearance. Although the work shown in the page proofs may not be up to the standard of the finished article, it is all the same important to study this detail very carefully.

THE DUMMY BOOK.

The final work is by this time close at hand, and the preparation of the " dummy " book now claims attention.

Obtain a book composed of plain paper, somewhat larger in point of size than the page proofs, and start and number the pages from the commencement (inside cover) 1, 2, 3, and so on, right through.

If a " pull " of the cover design is available, paste this on the outside front cover ; but if not, write across in bold letters the word " Cover."

Opening this, write on the left-hand side, " Inside Front Cover," and paste thereon the page proof of the " Foreword."

On the next page, which will be page 1, paste the proof of the " policy " ; and on the next page, which will be page 2, " Instructions on how to order, etc."

It will be remembered that this was the order recommended in Chapter III for introductory matter.

Now take the page proofs in the exact order they should appear in the finished catalogue, and supposing that the "Drug Department" starts on page 3 and ends on page 16, write across top of former "Drugs start here," and across top of latter "Drugs end here." Assuming this is followed by "Groceries," write across top of page 17, "Groceries start here," and carry out the same rule throughout the whole book with every separate department concerned. The obvious reason for this procedure is to allow the printer to have no doubt whatever as regards the correct order to be followed in the catalogue.

It is very important to note that, to all intents and purposes, the "dummy" book represents the finished article in every shape and form; and what is page 45 in the "dummy" will be page 45 in the catalogue. Hence great care must be exercised in pasting in the sheets, because they cannot be altered afterwards.

THE INDEX.

When the "dummy" book is completed—and not before—the index can be compiled, and in a catalogue of any size this is naturally an important consideration, and a great convenience to the customer when ordering.

The procedure that should be followed, if possible, is to have a couple of typists on the job; but if circumstances do not permit, the work can easily be carried out by one operator, only at a loss of time.

Every item, as a general rule, must be indexed twice (i.e. cross-indexed) in the following manner, and if there are two typists available, the first or straight description should be called to the one, who then writes direct on the machine; and the second, or

cross-reference, should then be called to the other, who also writes it straightaway, the page-number of both being naturally the same. These examples will make the point—which may sound a little involved—perfectly clear—

Article.	*Page.*
Best Fibre Trunks	14
Trunks, Best Fibre	14
Week-end Case	14
Case, Week-end	14
Leather Attaché Cases	15
Cases, Leather Attaché	15
Leather Brush Cases	15
Cases, Leather Brush	15
Glove Cases	16
Cases, Glove	16

Starting inside front cover at " The Foreword," and working right through the " dummy " till the last page is reached, every single item must be called, and care taken that nothing is missed out.

The finished index should be so arranged that the names of the articles appear in alphabetical order, as this example : Hunting Equipment, Hats, Holders (Cigar), Haversacks, Hobbles, Horse Cloths, Handkerchiefs is an assortment of different articles, which should occupy the following order in practice—

Handkerchiefs
Hats
Haversacks
Hobbles
Holders (Cigar)
Horse Cloths
Hunting Equipment

It is a good plan to have the index printed on a tinted paper for the purpose of distinction, and its order in the catalogue may be left to the printer's

discretion, as the actual position is relatively unimportant, although the end of the book is generally recognized as the usual and most convenient position. (*See* Chapter XII.)

It will, of course, be necessary to have a proof of the index, as also of the order blanks and self-measurement forms (if used), previously referred to in an earlier chapter.

With small booklets and folders, it is unnecessary to have a final proof after the page proofs have been "O.K.'d"; but with a catalogue of any size, this course is warranted, especially as it may be possible, when the finished article is examined, to effect some useful economies in the matter of weight, which means postage.

When the final book-proof is received, it should be placed upon a scale, together with the enclosures and the envelope, or covering, in which it will be mailed, and the *exact* weight of the package ascertained. It is possible it may *just* tip the scale at an extra halfpenny—which may seem to be a trivial issue; but the fact must be borne in mind that, in mailing some thousands of catalogues, the additional cost of a halfpenny per book will make a very considerable difference to the postage account.

In such circumstances as these, it may be possible to save this very small amount of extra weight (which means the additional halfpenny) by shearing a little off the cover, or by printing the order blank on a thinner paper. If so, it is surely only reasonable to take advantage thereof; for while we should never recommend sacrificing anything in the way of good appearance or quality to the God of Efficiency, yet, at the same time, we heartily approve of true economy, where it can be deemed essentially wise.

CHAPTER VII

DISTRIBUTING THE CATALOGUE

IT very rarely pays to mail printed matter without a good covering letter, although there are a few exceptions with which we need not concern ourselves here. One must regard the letter in the light of a friend who takes another by the hand for the purpose of introducing him to the host ; and, following out this simile, it is well known and appreciated that the individual who has a personal introduction is always in a better position than one left entirely to himself. It is exactly the same with the printed matter that is sent out by the store.

It is fairly well recognized in the present day that good stationery is of practical value ; and, by the term "good," we do not refer to the paper alone or the heading and the style of the letter itself, but a combination of the three factors.

It was emphasized at an earlier stage that when the Mail Order house sends out catalogues or other printed matter, such literature must then stand or fall upon its own individual merits. Every effort, therefore, must naturally be taken to ensure the best possible reception ; and as no reputable business would send a salesman "out at elbow" and untidy in appearance, the same rule must apply to the letter—which takes the place of the human agent.

First, as regards the actual letter paper, this should be neat and distinctive in the matter of a heading, and the paper should be of good quality. It is no mere theory that people take notice of stationery and form an opinion—favourable or the reverse—when they

handle it. Secondly, the matter contained in the letter should be concise and to the point, without any suggestion of curtness, and in a few well-chosen paragraphs the object should be stated. It is a great mistake to adopt long letters that occupy every available inch of space, because the chances are that they will not be read in nine cases out of ten. More will be said concerning this—together with the methods of producing such letters—in a later chapter devoted to this particular subject.

In a comparatively small mailing, the letters should be signed personally by the owner of the business; but on a really extensive scale it is usual to have the signatures printed from autograph blocks, which produce first-rate results if the correct process be employed. Moreover, the name and address of each person to whom these letters are sent must appear at the top of the communication, as this clothes it with an individuality it will not otherwise bear.

ADDRESSING THE ENVELOPES.

For addressing lists on a large scale, it will be advisable to employ one of the well-known forms of addressing machines; but for the average business such as we have in mind when writing these notes, there is probably no better method of handling this job than the employment of gummed address slips, made up in sets of four. The idea is both simple and efficient, and is worked in the following manner: Four strips of paper are gummed together at the head, and are perforated across, allowing a strip of paper about $3\frac{1}{2}$ in. wide and 1 in. deep, and there are generally ten separate address slips to each sheet. By the simple insertion of carbon paper between the sheets, it is then possible to slip the set into the

typewriter and address four separate sets at a single operation.

It will, therefore, be recognized that, after the initial batch of catalogues has been mailed, there are still three sets of complete addresses available for future work, and this effects a very considerable saving in time and labour.

While the sets of gummed strips are the most convenient to employ, the same idea can be carried out by using ordinary plain sheets of paper, between which carbon paper is inserted. After the addresses have been typed, it only remains to shear out the strips with a pair of scissors, and paste them upon the catalogue envelopes or wrappers.

Addressing work is often regarded in the light of being unproductive work, consequently these aids to time and labour saving are of undoubted worth, and merit careful observation.

METHOD OF WORK.

The method of work as it concerns the distribution of the printed matter must naturally depend entirely upon the size of the individual business and the number of hands available.

The best method—if circumstances permit—is to arrange the job in the following order.

This assumes the help of three members of the staff, in which case No. 1 should insert the order forms and the covering letter in the catalogue or booklet, No. 2 places them in the envelope, while No. 3 seals it down. The envelopes should, of course, be already addressed by one or other of the methods indicated.

With regard to stamping the envelopes, it is quite possible that the postal rate will include a halfpenny stamp, and on that account it is very important to

guard against the possibility of any envelopes going out *under-stamped.* Nothing is calculated to irritate the recipient more than to be called upon to pay surcharge on mail received, and this danger must be guarded against to the fullest extent.

If we assume, for the sake of argument, that the postage is 3½d. per package, it is far and away the best plan to issue threepenny stamps to one member of the staff and halfpenny stamps to the other. The first assistant will then place the threepenny stamps in position and pass over the envelopes to No. 2, who affixes the odd amount. There is far less likelihood of making any mistake if this simple procedure be adopted.

To check the correct stamping of this mail, take account of the number of envelopes to be mailed at a given time, and issue the exact number of stamps for that quantity. If there are any in hand upon the completion of the job, it is at once apparent that some have been missed out.

Everyone is familiar with certain communications that come through the post, bearing a stamp " Paid " instead of the ordinary postage stamp. This is commonly known as a " franked " communication.

On no account should a Mail Order business ever resort to this method of sending out letters or printed matter, because they have a cheap appearance, and " circular " is written all over them. There is, moreover, no economy whatever in the matter of " franking," as the mail in question does not obtain any reduced postal rate as some folks imagine.

THE ENVELOPES.

Care should be exercised in the selection of envelopes or bags in which the house sends out printed matter.

It is a very great mistake to purchase low-grade and inferior material, purely on account of its low price, because, if the enclosures arrive in bad condition, their value is discounted by at least a half.

The individual class of matter under consideration must necessarily have a strong bearing upon the class of envelope selected ; but it is always wise to study this little detail, and have good strong material which will carry the enclosures in a satisfactory manner.

It is an excellent plan—and the writer has practical experience of its value—to mail one or two catalogues or samples addressed to the house itself—before the initial mailing is commenced. This enables a personal examination of the packet upon arrival, and it is then possible to see in what *exact* state the matter arrives *after* its journey through the mails.

This little detail is worth watching, as there is no doubt that many good mailing campaigns have come to grief for the very simple reason that the matter has arrived at its destination in a crumpled and inferior condition.

Where a large mailing of any kind is under way, steps should be taken to ascertain what method the postal authorities wish the house to adopt (i.e. as regards tying up the packets in bundles, separating town and country communications, etc.) ; and, finally, it should be added that, if the amount of postal matter is sufficient, the authorities are willing to send a van to collect and post, thus relieving the house of all trouble in this connection.

CHAPTER VIII

THE INWARD MAIL

THE preliminary work of a Mail Order business having been considered, attention must now be concentrated upon the all-important subject of dealing with the inward mail, which is naturally the veritable life-blood of the undertaking.

In view of the position it occupies, one can readily appreciate that great care must be exercised in treating every detail concerned with the post, from the time it is opened until the matter therein contained has been properly dealt with. There are three main factors to consider in this connection, namely: orders, inquiries, and complaints, and to each one equal consideration is due.

The staff necessary to deal with this work must necessarily depend entirely upon the size of the individual business and also the nature of its trading, but it is quite as important to adopt a methodical procedure in the case of a small post as a very large one.

One would naturally imagine that handling the inward mail should devolve upon a responsible head; but, as a matter of fact, several cases have come to the writer's notice where the whole of these duties have been relegated to subordinate members of the staff, and, needless to say, considerable trouble has resulted in one way and another. On the other hand, there are any number of cases where the owner himself is present at the opening of the morning mail; and, while this may not be necessary or always practicable, yet at the same time it shows a proper appreciation of the work in question, for it cannot be too strongly emphasized that this is a most important branch of the day's

routine in any kind of commercial undertaking, but more particularly in the case of a Mail Order business, where the post necessarily assumes premier position.

In withdrawing enclosures from the envelopes, it is very important to note that everything has been removed, because many correspondents fail to attach patterns and enclosures to their letters or orders. All papers should, therefore, be fastened together at once, the letter being first in order of arrangement. While there is obviously no time for the letters to be carefully scrutinized, those responsible for dealing with this work should train themselves to take in at a glance what is written, and for a very good reason. Very often a customer will state that "cheque is enclosed" or "pattern attached herewith," when, as a matter of fact, the said enclosure has been omitted at the last moment. It is, therefore, imperative that the fact be noted *at once*—by writing "No enclosure" on the letter or order. If this be not done at the time the post is being opened, confusion is certain to result later on, when it will be almost impossible to trace the error. This may appear quite a trivial detail in itself; but, speaking from considerable practical experience of the work, the writer can testify to the considerable number of such cases that occur within the course of a single month. The remark "No enclosure" should always be initialed by the member of the staff dealing with the letter in question.

After all communications have been withdrawn from their envelopes, every letter should be impressed with a rubber stamp showing the date. There are two other details which may also be included on the stamp, although they may not appear essential in some classes of business.

In the following chapter, the important subject of

filing will be considered and, without trespassing upon the ground there covered, it may be stated that it is the usual procedure to allot all regular customers a folder number. Consequently, it will be found a great advantage to have a space provided upon the rubber stamp for the inclusion of this, because, when the papers are ready for filing at a later stage, no time will have to be spent in turning up the correspondent's number. Moreover, some firms will have credit accounts to consider, and it will be apparent that, when orders are received, the house must be satisfied that the customer in question has a Ledger account. Consequently, when the mail is opened, it should be checked with the card index (described in Chapter IX) and this fact verified. To that end, therefore, a space should be left for "credit," and the usual practice is for a responsible member of the staff to initial the item in question if the records are correct. The result is that, when the order is passed through for execution, no time is lost in referring to the customer's records, which naturally speeds up the whole routine of invoicing, selection, packing, and dispatch.

Where a business runs credit accounts, the rubber stamp should be made similar to the pattern shown below; but in cases where terms are "cash with order," the credit portion can be omitted.

Fo. No.		Credit
J. B. & CO., LTD.		15 JAN., 192 .

All communications with money attached thereto (cheques, postal orders, etc.) must have the remittance

removed before the orders are sent to the Order Department, and the money should be passed without delay to the cashier, who will then assume responsibility for it.

It will, of course, be necessary to sort the communications received into their respective departments (i.e. orders, inquiries, and complaints), and the mail should be distributed to the responsible heads with the least possible delay.

HANDLING THE ORDERS.

It is of paramount importance that a Mail Order business should dispatch goods with the *minimum of delay*, and every effort should be made to fill all orders the same day they are received. Under ordinary conditions, and in the average size business, this should be quite capable of fulfilment ; but, in far too many cases, Mail Order houses fail lamentably in this respect, and keep their customers waiting days and sometimes weeks for the goods in question.

It must be always remembered that, when a customer has sent his money, he is anxious to receive value (in other words, the goods) ; and if he is called upon to wait an undue time, the chances are that he will be disappointed with Mail Order in general and the store in particular. It is, therefore, imperative to pay strict attention to this matter of quick dispatch, as it plays an all-important part in securing repeat orders—the positive essential—if a successful business is desired.

It is probable that three factors contribute to the unsatisfactory delay so much in evidence, and they are consequently worthy of most careful observation.

1. Inadequate method of handling orders as received.

2. Imperfect stock-keeping, which results in the goods being " sold out " and consequent delay waiting for fresh supplies.

3. The inclusion of " lines " in the general catalogue which cannot be repeated when sold out.

Within the scope of the present chapter, it is proposed to treat merely the first case, not only because it is probably the most usual cause of this trouble, but on account of Nos. 2 and 3 being more conveniently dealt with elsewhere. (*See* Chapters X and XII.)

It is a most difficult matter to describe methods for handling the orders as soon as they arrive at the department responsible, for the simple reason that the system adopted should depend entirely upon the individual business ; but, after careful deliberation, the writer is of opinion that the best procedure consists of giving a few examples, which may be either simplified or enlarged, to meet the peculiar circumstances of the case under consideration. It will be noted that, although the details may differ, the *method* is the same in each case, which once again bears out the truth of a remark made at an earlier stage, that it is the *method* which counts in Mail Order organization.

In the case of a business which sells *one definite class of goods*, such as sporting requisites, carpet sweepers, stoves, boots, hosiery, etc., and nothing else, the procedure should present no difficulty whatever, because the absence of departments and totally different articles simplifies the whole routine.

The customer's original order should be taken and written out (preferably on a typewriter) in the form of an invoice, with two extra copies. In order to obtain this result, the three sheets can either be made up in the form of triplicate sets, which are gummed together at the head, like an ordinary writing pad, or loose sheets can be employed ; and, by the simple insertion of a sheet of carbon paper between the first and second leaves, it is possible to write the three copies *at once.*

Naturally this effects a very great saving in clerical work, and also reduces the chance of error, common enough where an original has to be copied separately two or three times over.

When the invoice has been written, the sheets will be detached and utilized as follows—

INVOICE **(No. 1).**	This is the original invoice which will be sent to the customer.
DAY BOOK **(No. 2).**	Forms the Day Book sheet, which will be filed for reference.
INSTRUCTION SHEET **(No. 3).**	Will be sent to the shop where the goods described will at once be selected and sent, *together with the instruction sheet*, to the Packing Department for dispatch.

In a Mail Order business, it will generally be found a good plan to have an acknowledgment of order printed upon the invoice, as shown on the following page.

The second and third copies will simply contain the order number, customer's name and address, date and particulars of goods, and can be plain paper without printed matter of any kind. It is, however, an excellent plan to employ coloured sheets, say pink for the Day Book leaf, and blue for the shop and packer's instructions. If this be adopted, it will always be easy to tell at a glance for which purpose the sheet is intended.

Special attention is directed to the *number* which appears in top right-hand corner of the invoice. This will be *typewritten*, and it serves a most important purpose, which is explained later.

In handling the orders as affecting a store with various departments, the main point to be considered is this, namely, that when a customer sends in an order, it may include items such as draperies, boots, drugs, furniture, and so on, each one of which is located

[SPECIMEN INVOICE FORM]

Bought of— **No. 70.**

THE DIRECT MAIL ORDER TRADING COMPANY,

The Broadway, Storehampton.

1st January, 192 .

Mrs. Prince,
Elm Cottage,
Wynborough.

DEAR MADAM,—

We thank you for your Order, as particulars given below.

These Goods have been dispatched to-day, and we trust they will arrive safely and give complete satisfaction.

Yours faithfully,

THE DIRECT MAIL ORDER TRADING COMPANY.

		£	s.	d.
1 A234	*One pair Ladies' Shoes—Size 5½ .*		*12*	*6*
1 A235	*One pair ditto ditto . .*		*15*	*0*
1 A300	*One pair Children's Shoes—Size 2 .*		*5*	*6*
		£1	*13*	*0*

in a separate department of the store. It is not practicable, therefore, to adopt the very simple procedure outlined above, for the reason that it does not enable the instructions for each department to be kept *separate* and distinct ; and, if one sheet of instructions was sent to a department with orders to initial and pass on to the next department as soon as its part

To Dept..... Date .....

Customer's Name .....

Address .....

Order Number..... No. of Articles.....

Send to Packing Department—

of the order had been filled, it is almost certain that delay and confusion would result sooner or later, and for this reason the scheme cannot be regarded as satisfactory.

It would appear, therefore, that the best method of carrying out the work is as follows—

The customer's order should be copied out on a triplicate invoice set as previously explained.

No. 1 will be the invoice sent to the customer.

No. 2 acts as the Day Book entry.

No. 3 should be sent to the packing department.

Every invoice set made out must bear a serial number in the top right-hand corner, as already emphasized.

Directly each invoice is written out, it should be passed to the clerks (their number depending entirely upon the size of the individual business), who must be provided with departmental order pads, as arranged on the previous page.

To Dept....." *A* " Date.....*1st Jan., 192* .....

Customer's Name.....*Mrs. Henry Brown*.....

Address.....*87 Elm Park Road, Stirlington* ....

Order Number....*45*.... No. of Articles....*2*

Send to Packing Department—

20A100 Dressing Case

20A104 Brush Case

It will be the duty of this staff to take each invoice and to write out a separate slip for every department represented thereon, setting out the articles required. For example, supposing that the first two items on an invoice are in Department A, the form shown on page 71 will be filled in as shown above, and the same procedure will be adopted for every department following.

These forms, which may be of any convenient size, say 8″× 5″, will be made up into pads, and following every printed sheet will be a plain one ; and by inserting

a piece of carbon paper between the two, a duplicate will be made at the same time as the original is written.

The departmental instruction sheet, together with its copy, will then be sent to the departments, who will fill the orders and despatch the articles in question, *accompanied by the duplicate sheet*, to the packing department. The original instruction will be retained by the department for purpose of reference, if desired.

If it is considered advisable and more convenient to avoid the clerical work being done in the order department itself, an alternative plan may be followed, by appointing one or more responsible members of the staff to visit each department every morning, taking with them the Day Book copies of the invoices made out.

This will also necessitate the appointment of a responsible person in each department, whose duty it will be to take down by dictation the orders referring thereto. In this case, they will be written down in ordinary duplicate counter books, and the duplicate sheet will be sent with the goods to the packing department, in exactly the same manner as referred to in the previous example.

Emphasis has already been directed to the provision of a *number*, which is first written on the invoice, and which subsequently appears (through duplicating process) upon all the other forms (i.e. Day Book sheets, departmental instructions, and packers' notes).

This number plays an *all-important part* in the handling of orders, because the best method to adopt in the packing department is to have either spaces or bins, which are numbered from 1 upwards, according to the size and nature of the business under consideration.

The consequence is that, if the first order of the day is numbered 1, all articles selected in the departments

are sent down to the packer with a slip bearing the Number *One* clearly shown ; and, upon arrival there, they will be immediately placed in the space or bin bearing the same number, and this rule will apply throughout.

In a departmental store, it will be remembered that the third copy of the invoice was to be sent to the packing department *at once*, and the reason for this is that it shows the packer *how many articles* he is to receive for each order.

If this plan be carefully followed, it is immaterial whether there is one article to be sent or twenty, because they will all find their way into the correct bin, and the packer can tell by reference to his complete copy of the whole order when all the articles are received and consequently ready for dispatch.

Some notice must be taken of goods shipped direct from the manufacturer to the customer, as described in an earlier chapter. In certain kinds of Mail Order business, this will be quite a common practice, and a number of orders will probably be dispatched in this way every day of the week.

A special order form to the factory should be employed, and it is recommended that every order be sent on a separate sheet, in order to minimize the chance of error. The Mail Order house will naturally supply their own labels, and it is on this account that a space is provided upon the form shown for stating " Number of labels enclosed."

It will, of course, be necessary to keep a copy of all orders of this kind, and the forms can be arranged either in sets for use with a typewriter, or bound up in the form of duplicate order books.

Labels may appear a trivial detail, but it is advisable for Mail Order houses to employ a distinctive and

attractive design for these, and especially where the goods are sent by rail, when the packages often lie on

THE RAPID MAIL ORDER BUSINESS COMPANY, SITTINGBOROUGH.

No. 560.

Order to— .....19.....

.....

.....

PLEASE DISPATCH GOODS AS UNDER.

.....LABELS ENCLOSED

CUSTOMER'S NAME .....

ADDRESS .....

STATION .....RAILWAY

Number.	*Description.*	*Price.*
	(Signed)	.....

railway platforms. Such labels are a potential advertisement for the house and, if they attract the eye, may do much towards arresting outside interest in the business. There are many instances on record where a customer first got into touch with a house in this somewhat haphazard manner.

If the order department is advised by any of the departments that certain goods cannot be supplied, the customers should be immediately advised by letter, and not left in doubt and uncertainty (as is so often the case). On many occasions, it may be possible to send something very similar, or perhaps the articles required will be available within a reasonable time, in which case notice should be taken of the fact and the customer advised accordingly.

INQUIRIES.

Inquiries for catalogues, bargain lists, patterns, and other information must be dealt with promptly and fully by the department responsible. Delay must always be treated as the most deadly enemy of a Mail Order business, and the matter of promptitude and courtesy can never be over-estimated in this connection.

COMPLAINTS.

These should be treated as carefully as orders, for right handling invariably results in making the aggrieved party a stronger friend and a better customer. This may sound most unlikely, but experience proves time and again that it is a positive fact.

The great thing to keep in mind in dealing with complaints is *the customer's viewpoint;* and whether the mistake be the fault of the house or no, the fact always remains that the customer feels aggrieved and dissatisfied. Such a frame of mind must be corrected at all costs and, so long as an individual is reasonable, it should never be impossible to satisfy him. There are a few—fortunately a small minority—who are unreasonable, and who will never be satisfied with anything, and for these nothing can be done—and they are past praying for.

However, it is with the great majority we are concerned ; and the policy of the house, as already laid down, will be the guiding light in the matter of handling all complaints. If the policy be a right one and consistent throughout, it will be recognized that it is the firm's wish to create satisfaction at all costs.

The " money-back " guarantee will solve a great many cases, but if the difficulty cannot be treated under this heading, and the customer wants some allowance, then let it be made forthwith.

The invariable result of treating a disgruntled customer well is the establishment of *confidence ;* and, if a customer gains this, he will think far more of the house than he did before, for the very simple reason that his challenge to the policy has shown him conclusively, that the service proferred and the promises made are real and solid facts, and not mere expressions which sound well but prove empty and meaningless when tested in actual practice. A satisfied customer is the finest advertisement any business can have, so everything should be done to secure and hold him.

CHAPTER IX

FILING AND RECORDS

THE importance of preserving essential records can hardly be over-estimated, and this subject merits the closest possible attention in a Mail Order business. Under this general heading, we must include the preservation of actual papers or documents, together with certain essential data, which can be most conveniently recorded on the card index system.

Reference was made in the preceding chapter to regular customers having a folder allotted to them, so from that point the subject can be conveniently taken up.

The essential requisites of any filing system are briefly summed up in the following words : "The immediate accessibility of any paper required, and every subject together in one file in one place." Possibly this may appear a somewhat ideal state of affairs and a counsel of perfection, but, for once in a while, it is an idyllic state of affairs which can be actually realized, with ordinary attention to detail and at no excessive outlay.

To many, the filing system now described will be perfectly familiar ; but, in order to cover the ground as thoroughly as possible, the writer considers it advisable to explain the idea in detail, for the benefit of those not at present conversant therewith.

THE VERTICAL FILING SYSTEM.

For all practical purposes, the method of filing known by this name is the only one worthy of consideration, but it has not obtained this position without being

subjected to many years' actual practice. Within the scope of the present work, it would be out of place to enter into a discussion on the merits of this compared with other methods of filing, and it will suffice to say that the vertical filing system fulfils all the conditions emphasized above, and on that account can be recommended with confidence.

As the name implies, the idea of the Vertical Filing System is to store papers standing on edge instead of flat.

The outfit consists of a drawer or drawers made to accommodate papers either quarto or foolscap size, which are placed in manilla folders.

The two chief methods adopted for classification are the alphabetical and the numerical. In the first case, the drawers will be provided with guide cards (which are made of substantial cardboard), and each one bears a raised tab, upon which will be placed the letters of the alphabet : A, B, C, etc. The correspondent's name will be written across the top of his folder, which, in turn, is placed in position behind the correct guide card.

In the second case, every folder will bear a number clearly marked in the right-hand top corner, and tabbed guide cards will be placed in position between every ten folders, thus : 10, 20, 30, 40, etc.

If a business has a very few correspondents, the alphabetical system is satisfactory ; but for any number over 250, we unhesitatingly recommend the numerical system, as it permits of better and more rapid classification and reference. The reason is obvious, because it will be readily appreciated that there may be a great many folders behind one alphabetical guide, whereas there can be only one No. 10 or one No. 50, and they can be instantly referred to by means of the guide cards which appear at intervals of ten.

The alphabetical filing system is certainly self-indexing and requires no key index, but it is very unsatisfactory where there are a considerable number of folders in the files ; and the numerical method has an added advantage, inasmuch as if it be started in a small way only, it can develop and expand without any dislocation ; whereas if the former idea be taken up at the outset, and later it is found unsatisfactory, there is the consequent trouble and labour of changing over to the latter.

The numerical system requires an index, and for that purpose it is necessary to maintain a record of all correspondents upon the card index (described below). As already mentioned, these cards will bear the folder number clearly marked in the right-hand top corner. Consequently—to take a fictitious example—supposing the folder of Robert Smith & Co. is required, reference is made to the card index, and behind the proper guide their card will be found, so that the folder can be instantly withdrawn from the vertical file.

The folder contained in the vertical filing drawer should contain every paper connected with the correspondent in question. In other words, original letters, inquiries, orders, complaints (together with carbon copies of all letters written by the house), invoice copies, etc., will all be filed therein. This results in every paper being in one file and in one place, which is surely the acme of efficiency in a filing system, and very different from the old-fashioned method where the customers' letters were kept in one place, the replies in another, and the invoice copies in a third !

It is impossible to lay down any hard-and-fast rule for allotting folders to correspondents. Some firms give them a folder directly they write, others when they open an account, and so on ; but this must be

left to the individual, who is the one to judge which is the best course to pursue.

It may be added, however, that if folders are not immediately allocated, it is the usual custom to have a simple A–Z set of guide cards in one drawer of the filing cabinet, behind which are folders marked "A Sundries," "B Sundries," and so on.

In concluding our remarks upon filing, we may add that the vertical system is adaptable to the requirements of any business however small, and it is just as easy to start operations with a single drawer as a four-drawer cabinet; and firms who specialize in office equipment cater for filing outfits on both a large and a small scale.

THE CARD INDEX.

As its name implies, records are maintained upon cards, which are generally made in three stock sizes: 5″× 3″, 6″× 4″, and 8″× 5″. Of these, the 6″× 4″ card is the most useful, and is recommended for the class of records that concern the Mail Order business.

The card system is simplicity itself, yet at the same time it provides that ease and facility of reference which is quite impossible to obtain in any other form.

It is similar in some respects to the vertical filing system, inasmuch as the cards (upon which the records are kept) are filed standing on edge, behind tabbed guide cards.

There is a wonderful elasticity about the card index system, and it is possible to apply it in a hundred and one different directions, according to the requirements of the individual business.

Moreover, it is possible to file the data concerned numerically, alphabetically, geographically, territorially, or by subject. It is obvious that these advantages

can never be obtained where records are maintained in book form; and, as it is always possible to cancel or add fresh cards without in any way interrupting or dislocating the sequence of the whole system, we need hardly dwell longer on any question of comparison, or attempt to show why it is undeniably the finest possible method for the Mail Order house to adopt.

As stated above, there is no end to the applications of the card system, and individual businesses will doubtless find many ways in which they can utilize its wonderful advantages. However, it is such a wide subject that we must necessarily confine ourselves here to the essential features as affecting the class of business we have in mind.

In any case, the Mail Order house must have a customers' list, or mailing list as it is generally termed. The cards will contain customers' name and address, and folder number. It is with these that the morning mail will be compared, as described in the preceding chapter.

The card system, however, must play an even more important and far-reaching part than this, although it is readily appreciated that what follows must necessarily be governed by the individual nature of the business under consideration.

The main fact to be emphasized, however, is this. Wherever practicable, a Mail Order business should keep entered on these cards particulars of inquiries, nature of catalogue, samples or letter sent, date when followed-up, replies, and orders.

Where a large store is concerned, doing a general business in many departments, we are bound to admit that it would be practically impossible to enter a record of all orders received on these cards, day by day;

moreover, the expense and the labour entailed would most likely fail to be justified in nine cases out of every ten. With Mail Order speciality firms, and especially one-line businesses and those selling high-priced articles, the case is entirely different, and the cards should certainly bear the data referred to above, otherwise it will be unreasonable to expect maximum results.

A case in point may be taken, which will be quite sufficient to illustrate the idea, and which will show the method applicable to a business of any description.

On 1st January, 192.., a prospective customer writes for a booklet, which is sent on the 2nd. In seven days' time, no reply has been received, so a " follow-up " letter (described in Chapter XI) is sent. This produces no reply either and, as the article is an expensive one, every inquiry is worthy of close attention, so that a second " follow-up " is sent on the 16th.

This brings a reply asking for further details, which are at once supplied, and on the 20th the customer mails his order, value £30.

A perusal of the specimen card reproduced shows how these various communications are recorded in concise form, from which it will be apparent that every card provides all the data required, without any reference to a mass of papers.

Another important point to consider is this, namely, that cards kept posted-up in this manner provide a record of orders, and they show just what a customer is buying. Consequently, where a house is selling several specialities, reference to the card index shows whether customers are buying *all* the goods, or only one or two lines ; and, if the latter event is shown, they can be followed-up and tackled in an intensive manner, with special reference to the articles they have *not* previously ordered from the house.

It will be readily understood that, unless inquiries for catalogues, booklets, samples, etc., are recorded and followed-up in a systematic manner, much wastage and consequent loss will be incurred, so that, wherever possible, it is highly important for all this data to be recorded upon cards in a similar manner to the one

[SPECIMEN CARD WITH ENTRIES]

FOLDER No. 10000

NAME.....*Mrs. David Williams*.....

ADDRESS.....*The Manse, Kirkhampton*.....

DATE.	SUBJECT.	REMARKS.
2/1/2	*Sent Booklet*	*1/1/2* *Inquiry for Booklet*
9/1/2	*Follow-up No. 1*	*17/1/2* *Wants further details regarding weight of 1A32 Bookcase*
16/1/2	*Follow-up No. 2*	
18/1/2	*Sent Details as requested*	*20/1/2* *Ordered 1A32, value £30*

shown above. Failure to do this means that the house will work to a very great extent "in the dark," and, naturally, intensive effort will be impossible to direct without the adoption of this system.

A very interesting case came to the attention of the writer quite recently, where a man was running a Mail Order business in the country; and while his advertisements and printed matter were good, and productive of satisfactory results, his own internal organization was hopeless. No attempt was made to keep letters and other documents properly filed—in fact, they were actually kept in the same envelopes in which they

arrived—and there was nothing whatever in the shape of a customer's list available!

With a very little trouble and at quite a moderate outlay, the correspondence could have been adequately filed along the lines mentioned above; and, by the installation of a card index system, a splendid mailing list would have resulted, containing in a nutshell all the records essential to the efficient Mail Order business. It is no exaggeration to say that, while this man is doing a nice business, he could do an infinitely superior one if he adopted the simple procedure outlined in the present chapter.

FOLLOW-UP PROCEDURE.

In view of the paramount importance of the follow-up system in Mail Order organization, it will be helpful to describe several methods by which good results can be obtained, for it must be remembered that punctuality and regularity are important factors in this connection; moreover, where many inquiries are received, it is no easy matter to keep track of them, unless a definite plan of campaign be adopted at the outset.

It is perhaps unnecessary to enlarge upon the necessity of "follow-up" work, but the fact should be clearly impressed upon the mind of the inexperienced that it is idle to expect orders to flow in without having recourse to this practice.

A catalogue or a booklet may be well written and produced according to all the correct principles of Mail Order, but there are many factors to take into consideration, which demand the use of "chasers"—a name very often given to the follow-up communication. For instance, the prospective customer may lay the printed matter on one side, intending to order when he has more time to study the goods depicted. Or, he

may obtain several other catalogues in order to compare the merits of the goods advertised by competitive houses. Again, the literature may arrive at an inopportune time, when he is busy, or just going away for the week-end, and consequently it is mislaid or put on one side and forgotten. As we all know, human nature is a most complex thing, and there are a hundred-and-one factors which may influence the prospective customer in one direction or another, and it is on this score that the follow-up letter—which is in reality a timely *reminder*—is required.

The number of follow-up letters sent in connection with any one catalogue or booklet should be governed entirely by the nature of the goods in question, for, while it may pay to send a series in cases where the articles are high-priced and show a good margin of profit, obviously the same course will not pay where goods are shown at cut prices, which leave a very fine margin of profit to the house.

In connection with follow-up work, it should always be remembered that where an *inquiry* has been received in the first place, more time and money may be spent upon "chasers" than in those cases where the catalogue, samples, etc., have been mailed to a prospective customer at the suggestion of the house itself.

The reason is that, when an inquiry is received, it shows that the correspondent is *interested*, and consequently a point of contact is immediately established; but where the store mails certain printed matter, or particulars of special offers, bargain lists, etc., to names on a mailing list, there is no definite assurance provided that the prospects will be interested, hence there is *no* point of contact. This is a subject worthy of close attention.

It is never advisable to give so many examples of

one particular thing that difficulty is experienced in determining which is the best one to select, consequently our attention should be concentrated upon three methods of follow-up procedure, from which it will be no difficult matter to select the one most suitable to individual requirements.

Reference was made above to the probability of many inquiries being received, consequently it will be quite apparent that it would be a hopeless task to endeavour to *remember* when follow-up letters should be sent. It would not be difficult alone, but an absolute impossibility in a business of any magnitude; consequently follow-up procedure must be arranged along lines that cannot fail, so long as the human element maintains accuracy.

One system—very much in vogue—is to take all the cards upon a given day, containing particulars of inquiries for catalogues, patterns, samples, etc.—in fact, anything which requires a follow-up—unless the order is received in the meantime.

These are placed in a separate drawer or tray (i.e. not in the ordinary card index cabinet), which is provided with thirty-one guide cards numbered from 1 upwards, and representative of the days of the month.

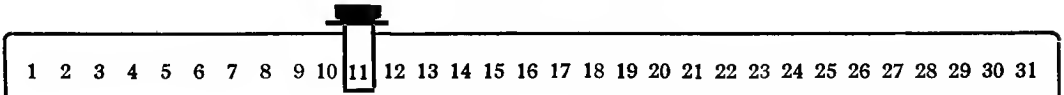
In follow-up procedure of any kind, it is always necessary to make a firm decision (which should be strictly adhered to) with regard to the time which should be allowed to elapse between the reply to the original inquiry and the successive follow-ups. As a general rule, it is advisable not to allow too long a period, otherwise the chances are in favour of the prospective customer forgetting the contents of the first communication. Individual circumstances will play their part; but, speaking generally, seven days is a good all-round time to allow between dates.

To revert to the cards representing one-day's inquiries, it will be assumed that they are dated the 2nd of the month. Consequently, they are all placed behind the guide card bearing the number 9 on the tab, upon which date the first follow-up letter is due, always provided that no order has been received in the meanwhile. This drawer or tray in which the cards are placed is generally known as a " tickler " or " daily reminder," and it is at the same time simple and perfectly efficient. Every morning the guide card in the front is taken out and placed right at the back, which reveals all cards due for attention that day, and at the same time the cards removed to the back are building up the days for the following month.

The accuracy of this system is dependent solely upon the removal of the front guide card each morning, and in many respects it is a method of controlling follow-up procedure which cannot be improved upon. There is only one possible objection, and that is the presence of these cards in the daily reminder means that they are absent from the general mailing list, which under certain conditions may prove somewhat inconvenient. Another system is therefore described, which obviates this trouble, and which may consequently appear to some to be a superior method of arrangement.

In this case, the cards in the mailing list will have the figures 1 to 31 inclusive printed along the top of the card (as shown on page 89). These represent the days of the month ; and supposing an inquiry is received and dealt with on the 4th of the month, the follow-up will be due on the 11th (i.e. following the seven days' method). Consequently, a metal indicator, which clips on to the card, is placed above the figure 11, and the card is then filed back in the drawer. These indicators are fitted with coloured tabs, and it is not difficult to

CARD DESCRIBED ON PAGE 88



FOLDER NO. .....

NAME.....

ADDRESS .....

Date.	*Subject.*	*Remarks.*

pick out the cards every morning containing indicators in the same position, as it will be obvious that every indicator fixed upon the date 11 will appear in the same row. Where it is preferred to keep all cards in the general mailing list, this idea is distinctly good.

Another alternative may be adopted, but only if a Post Book is kept, in which are recorded daily the names of people to whom letters and advertising matter are sent. It would, in any case, be necessary to mark those names in the first place due to receive follow-up letters ; and, every morning, reference to the date seven days' previous would show the names of prospects required, and the cards could then be taken out of the files accordingly. However, in a Mail Order business of any size, it is very unlikely that a detailed post register would be kept and, for the majority, this method is not one likely to offer much appeal.

In concluding our remarks upon follow-up work, it should be emphasized that *regularity* counts, and is always far more successful than haphazard and spasmodic effort at irregular intervals.

BUILDING UP A MAILING LIST.

Naturally, there are methods open to the Mail Order business other than the receipt of actual inquiries for the building up of the mailing list, as, for instance, the directories, local guides, lists of club members, trades, professions, etc. Emphasis should, however, be laid upon the importance of giving close attention to *intensive* effort—or, in other words, to the study of goods, class, and environment. This will save a vast amount of waste and loss, and is really a subject upon which a great deal could be written. However, space is an important consideration, consequently our remarks

must be brief and to the point. The objective to be borne in mind is this : Study the goods in question ; consider the class to whom they appeal and the environment in which they will be found ; and then, so far as it is possible, select and add only the names of individuals to the mailing list who are calculated to be interested and likely customers. There are plenty of examples of what we mean, as, for instance, the mailing of catalogues containing £500 and £1,000 furs to the lower middle classes, and the circulation of printed matter descriptive of cheap ready-to-wear clothes among well-to-do householders. These cases are typical and no exaggeration, and it is very obvious from such examples that scant attention is often paid to the compilation of the mailing list. It would be impossible to instruct all and sundry how to make a suitable list ; but, if the idea be appreciated and taken at its true worth, the foregoing remarks will suffice to show the very real importance of studying the combination of factors indicated above.

KEEPING RECORDS UP TO DATE.

Before concluding this chapter, attention must be directed towards the vital importance of keeping the mailing list right up to date, otherwise it will provide serious leakages which are costly in the extreme. It must not be imagined that, once a mailing list has been compiled, it will stand for all time, for, on the other hand, it requires constant and unremitting attention. People are continually moving and changing their address, consequently where notice is received, the addresses should be immediately altered upon the cards and other records. Again, when a general mailing is carried out, a proportion of letters or catalogues will doubtless come back to the house, marked " Gone away

—No trace." If reference to the latest directories, etc., does not reveal any new address for the parties concerned, the cards should be immediately destroyed, in order that no further communications be mailed.

In this connection, the address slips referred to in the chapter devoted to that subject must not be forgotten. It will be remembered that in typing the original, it was possible to take three more complete copies of the addresses at the same writing. In all probability, this method of addressing will find favour in many Mail Order houses, and consequently there will always be a certain number of these address slips on file ready for service when required. Therefore, when the record cards are either destroyed or altered, the strips must not be forgotten, otherwise when the next mailing is under way, they will be brought into use, and communications will be sent again to addresses where non-delivery is certain. For the purpose of dealing with the address slips, in order that there should be no chance of error, it is a good plan to have a rubber stamp made, bearing the word CANCELLED in large letters, which can then be impressed upon all those on file. Where alterations in the original address are called for, it will be found necessary to have new strips typewritten, the old ones being cancelled as described.

Close attention to details like those described will result in keeping the mailing list right up to the minute, and will ensure maximum results. Although the foregoing may appear somewhat trivial and unimportant when compared with other branches of Mail Order work, it must never be forgotten that, upon a large scale, such leakages as we have described may and often do assume very considerable proportions.

CHAPTER X

ADVERTISING

BEFORE embarking upon any Press advertising campaign, it is imperative to make a most careful selection of media, by which is meant, those papers which convey the store's announcements to the great buying public. The newspaper or magazine is the *medium* or means whereby it is possible to reach a wide circle of people, and it is on this account that the papers which accept advertisements have acquired the simple and expressive term referred to above.

Towards the close of the last chapter, attention was directed towards the necessity of making a careful survey of the goods to be sold in connection with the *class* to whom they would appeal, and the environment, or state of life, in which the prospective buyers would live and move. This applies with equal force to the selection of media for Press advertisements, and it may be pointed out that considerable waste results from advertising in the " wrong atmosphere." To anyone interested in the science of psychology as applied to commercial practice, the various publications on the market—be they newspapers, magazines, or high-class weeklies—provide a constant and never-failing source of interest, and regular study of the advertising sections will show that much publicity is to a great extent wasted, for the very simple reason that insufficient attention has been paid to the conditions referred to above. A front page in a leading daily is a bold position and one that is bound to command much attention

but it does not necessarily follow that the advertisement must prove successful. If the goods in question *appeal to and interest* the great majority of people who read the paper, all well and good ; but if they are unsuited to their taste and pocket, the inevitable result will be a " frost."

Much could be written, and with advantage too, upon this important subject ; but, from the foregoing, the Mail Order man will surely realize how very necessary it is to examine at the outset the claims his goods make upon the public, and what that public is.

After suitability, the next important consideration in the selection of media is *circulation.* It is now becoming the general custom for papers of every description to advertise their official circulation figures (i.e. how many copies are guaranteed as daily, weekly, or monthly sales), which is certainly a distinct and very real advantage to the advertiser. The rates charged for advertisements are based wholly upon the circulation ; and the greater the circulation, the higher the cost of advertising space. This is both right and fair, for naturally the number of copies sold—or, in other words, the number of people reached—should be the basis for fixing the charge. Consequently, discretion must be exercised in the selection of media, and the mistake must not be made of advertising in certain papers just because the rates are cheap. Very often such media will produce little or no fruit, which makes them excessively dear in the long run.

Obviously, one cannot give personal advice upon the selection of media ; but, if the foregoing remarks be inwardly digested and taken to heart, the individual trader should experience no great difficulty in selecting those papers calculated to give the best results, provided he will study his own particular goods and the

section of the general public to whom they will make a direct and real appeal.

DISPLAY AND ARRANGEMENT.

Display and arrangement play a most important part in successful Press advertising, and especially if the spaces taken are small. Moreover, bearing in mind the costly nature of space in papers enjoying a wide circulation, there is little doubt that the majority of those following these notes will necessarily utilize smaller rather than greater spaces, with certain exceptions. While we naturally have in mind those papers which cover a wide area, the Mail Order business should on no account ignore the claims of good local newspapers, which are as an invariable rule closely studied in the home, and which quote comparatively low rates for advertisers, due, of course, to their somewhat restricted circulation.

The "copy" put out by the Mail Order business should always convey a *direct message* and contain subject-matter which makes a definite appeal. This is very important, because the general and indirect announcement is no use whatever. One cannot but think that the local papers referred to above present unique possibilities to Mail Order houses, for the good reason that, in the main, local retailers are perfectly content to fill space with indirect "copy," which, boiled down to a few words, generally informs all and sundry that A B & Co. are bakers or drapers, and that their address is 45 High Street.

The form taken by Mail Order publicity must naturally depend upon the individual proposition, and also upon the size and scope of the business. However, the fact to be kept ever in mind is the necessity of making a *direct offer*, which may take the form of a

specific article, a selection of different articles, or a catalogue, booklet, or bargain list. Unless a Mail Order house can " pull " replies of one kind or another (i.e. orders or inquiries) it misses the whole object of the business, and the venture cannot possibly succeed. Consequently, it will not be labouring the point to urge once again the imperative need for the " direct appeal."

Advertising, to be successful, must be regular and not spasmodic. If a space is taken for a couple of weeks, and then dropped, with further announcements at intervals of a few weeks, the result is negative. It is the *regular* appearance of advertising matter which gains for goods or the firm supplying them the name they ultimately acquire ; and, if any further evidence is required upon this point, consider the methods adopted by certain firms, whose articles are now household words throughout the length and breadth of the British Isles.

It is a capital mistake to overcrowd space, albeit a natural one.

The advertiser obtains the rates of a certain paper and finds them decidedly expensive, with the frequent result that he decides to make the fullest possible use of the space in question, by cramming into it as much " copy " and illustration as he possibly can.

This is natural, but it is not pardonable, for the very good reason that overcrowded announcements lose weight, whereas plenty of white space is a far more profitable investment.

Perhaps the best instance of this is to be found in the big full-page advertisements of the great departmental stores, which often present a most bewildering appearance on account of the enormous number of different articles illustrated and described.

At the same time, it would not be fair to suggest that this mistake is always made, but the difference is very soon apparent if a more judicious use of white space is exercised.

Several Mail Order advertisements have recently appeared in the Press, which really provide excellent models for the Mail Order business, as great care and attention has been directed to the points referred to in the present chapter. For instance, one occupies a comparatively large space (8″ × 11″) and, in a forceful and direct advertisement of girls' frocks, only nine models are illustrated. Each one is numbered and well described, and the sizes and prices follow closely the rules advocated for the arrangement of this matter. Moreover, the advertisement "stars" the "money-back" guarantee, and also invites applications for a "Frock fashions catalogue."

Another, occupying a smaller space of 5″ × 8½″, sets forth four different styles of ladies' capes, wraps, and stoles. These again are properly numbered, adequately described, and really well "displayed," chiefly because the illustrations are not surrounded by type-matter, but isolated by plenty of white space. The heading or catchline is good and in keeping with the whole idea, as it reads: "Another manufacturer decides to deal direct with the public." Following this, is a neat paragraph of a dozen lines, explaining the advantages of Mail Order trading, and a large illustrated catalogue is offered free on application.

Our final example is none the less interesting, because it shows how a small space (3½″ × 5¾″) can be utilized to advantage. The immediate effect is arresting and pleasing to the eye, because a black-and-white chequered border rule has been employed. Within this there is a good margin, and the actual "copy" is

short, crisp, and essentially to the point. The main object of this advertisement is to invite inquiries for a furniture catalogue, and the chances are all in favour of its success. Supposing the firm in question had filled this space with close type, or attempted to draw the customer's attention to *several* different articles, the appearance would have been the reverse of what it is, and the results would have been almost certainly a failure.

It is by no means necessary, therefore, to take a big space to make a big "hit"; and, if proper attention is directed to the features emphasized in this chapter, the Mail Order business should be assured of a good start along the right lines that lead to success.

WATCHING RETURNS.

Where Press advertising is carried out upon any scale, as it must be in Mail Order organization, it is very important to watch returns from such announcements, and this should never be a matter of difficulty if a simple scheme be adopted at the outset and definitely adhered to. One sometimes hears the remark that it is not "worth while" to keep any returns, or that it is "impossible to tell which papers pay and which do not," but a little questioning always reveals the fact that such persons make no attempt whatever to render the checking of results simple and efficient.

Although it would seldom be done in practice, it should be possible to arrive at the cost of each inquiry received, if facts and figures are compared over a given period; but, at all events, the ability to provide this data, if required, assuredly proves that advertising is being properly watched and taken care of.

In order to count the replies received from any given advertisement, it is necessary to include somewhere

in the announcement a mark, number, or symbol, which is technically known as the "key"; and the inclusion of such references is termed "keying advertisements."

Many advertisers make an attempt to "key" their publicity, but, as a general rule, they adopt the clumsy and out-of-date method of using such words as "Desk 40," or "Write Dept. B," or "Please mention this paper." The result is that in nine cases out of ten people will not take the trouble to add the information required: consequently the record of replies is distinctly incomplete, to say the least.

A good "key" must, therefore, consist of something which the prospective customer (or buyer, as the case may be) must necessarily include when writing for catalogues, patterns, samples, etc., or when mailing his order.

As a result of considerable experience in the Mail Order world, the writer has found that where printed matter of any kind is concerned, the best method is to use letters of the alphabet, which are apportioned to different media in which the advertisements appear. In the *Sun*, people are, therefore, asked to write for "Booklet A"; in the *Moon*, "Booklet B"; in the *Star*, "Booklet C"; and so on. The chances are that in practically every case the key number will be given, because the inquirer will naturally take the precaution to stipulate the booklet he requires, for he knows that, if he sends for the literature offered *without specifying the exact title*, the house may not interpret his exact requirements, and therefore send the wrong booklet or catalogue.

In the case of actual goods advertised, or samples of materials, patterns, etc., the same principle may be adopted by placing the key symbol in front of the

SPECIMEN "KEY" RECORD CARD

PUBLICATION..... KEY.....

SUBJECT..... SPACE .....

POSITION..... NO. OF INSERTIONS .....

INSERTION RATE..... TOTAL COST £ .....

Date.	Replies.	Date.	Replies.	Date.	Replies.	Date.	Replies.	Date.	Replies.	Date.	Replies.

ordinary number. For example, supposing that a ladies' blouse, number 1F456 in the general catalogue, is advertised in the Press with the object of " pulling " direct orders, the " key " may be set in front of it as B1F456, D1F456, and so on.

The daily returns from Press advertising (i.e. the replies or orders) should be kept in convenient form, either on card index record cards or in a book suitably ruled and containing the desired information.

The returns can be quickly ascertained by making an actual count of replies bearing " key " symbols or numbers, and this work should be definitely allocated to a certain member of the staff, who will enter the daily totals in whatever form of record be adopted.

The card or book, as the case may be, should be drawn up to contain the essential data as shown in the reproduction.

In the event of systematic control extending so far as to check the *cost* of each inquiry, it will be apparent that this is quickly arrived at by dividing the cost of the advertisement by the number of replies or orders received.

BARGAIN LISTS AND SPECIAL OFFERS.

It was emphasized, at an earlier stage, that on no account should goods be included in the general catalogue of a Mail Order house if they were odd lines or articles that could not be repeated when cleared.

The rule is one that should be followed in every instance, as it will save endless worry and confusion, but such goods as referred to above may be described and advertised in bargain lists or Special Offers ; in fact, most Mail Order firms will find such literature of decided value at certain times of the year, either to clear old stock or to shift those goods for which the

demand is unsatisfactory. Again, a parcel of goods may be picked up from time to time which cannot be repeated, and such a line may conveniently be treated in a bargain list or special offer pamphlet.

The same rules for numbering, arrangement, and description will apply in the preparation of such printed matter ; but, in order to distinguish readily the goods described therein, it is recommended that the numbers be preceded by a definite symbol, such as SO (denoting " Special Offer ") or BL (denoting " Bargain List "). This will avoid any possible misunderstanding that may arise, and denote that the goods are separate and distinct from those described in the general catalogue.

CHAPTER XI

FORM LETTERS AND CORRESPONDENCE

A FORM letter is a written letter sent in identical terms to a number of persons, and may be produced either on the typewriter, or by what is known as the facsimile typewritten process.

When the power of the form letter was discovered, it naturally opened up an entirely fresh field in the world of business, for it was soon found that if a letter could be written upon any given subject, to which very considerable thought and attention was first directed, it would pay to send that same letter to a thousand different people instead of to one single individual. Consequently, keen business men began to look around for some method of attaining this end more quickly and economically than by employing human operators to write the letters on the typewriter. This resulted in the birth of many different kinds of duplicating machines, which produced letters on what is now known as the facsimile typewritten process. Without worrying about the details of the many varieties, it will suffice to say that the usual procedure is to set-up the letter required in type (similar to that employed on the standard typewriters), which is then printed through a wide ribbon of similar colour and texture to the ordinary typewriter ribbon.

Unfortunately, like many good things, this business of producing typewritten letters wholesale was very soon *overdone* and, owing to the fact that form letters were turned out in millions, the mails became simply glutted with this style of correspondence, and the inevitable result was that people became so thoroughly sick of them, that they lost their novelty and also the

direct appeal they sought to establish. This little history sums up in a few words the evolution of the modern form letter, and it is given with the express purpose of emphasizing the fact that the facsimile typewritten letter has *limitations* and must not be regarded as the first and the last thing in Mail Order business to-day.

At the same time, it is not for a moment suggested that the "printed" letter is no use—in fact, it is essential in certain cases—but it should be fully appreciated that discretion and judgment must be exercised in its application; moreover, form letters can be utilized to an almost equal degree in the shape of communications that are actually written *individually* on the typewriter.

If the definition of a form letter be taken to heart, it will be clearly recognized how this applies.

Conditions have changed during the past few years, and to a very considerable extent the general public recognize the facsimile letter, though, let it be said, the reason for this is not so much the actual method of production and the appearance of the printed matter, as the phraseology employed by those responsible for the composition in the first place.

As a matter of fact, facsimile work has been brought to such a fine art nowadays that it often takes an expert to detect the difference between it and letters written on the machine, and it seems highly probable that, if more attention was directed to the composition of such letters, results would be better than they often are, as there is absolutely no excuse nowadays for facsimile letters to "give themselves away" on the grounds of appearance.

Whether or not the public is likely to recognize a printed letter as such, there is little doubt that every

care should be taken to give it as individual an appearance as possible, and to that end it is customary to date and insert reference numbers, and also to fill in the name and address of the recipient. Frequently, these letters are actually signed in pen and ink ; but, if the mailing is upon too large a scale to permit of this being done, signature blocks are now employed, and the result is excellent if care is taken to place the order for such work in really expert hands.

A few words are called for regarding the detail of filling in names and addresses, as a poor " fill-in " will spoil the whole effect of the letter, however well it may be turned out.

The first point to bear in mind is the style of type on the typewriters used in the individual office, as it is futile to have the body of the letter printed in a type totally different from them.

Firms who specialize in facsimile work generally provide specimens of the various typewriter faces they employ ; and, as a general rule, there should be no difficulty in matching the type-face of the machine in the office with one of the type-faces shown in the specimen book, because naturally most of them are of standard pattern.

When this detail has been satisfactorily arranged, the facsimile typewriting experts should be called upon to furnish the store with actual typewriter ribbons similar in colour and density to the one used for producing the letter. When the letters are delivered, it is important to note that *all* the matching-in of the names and addresses, etc., should be carried out in *one job*, otherwise, if the typists use their machines for general work as well, the ribbons become used up and will be found to print too light a shade when the filling-in work is taken up again. This is a little trouble that

constantly crops up in the office, and it is therefore worthy of careful observation.

The question of environment, described in previous chapters, will always play an important part in the distribution of facsimile typewritten letters, and it is in this connection that discretion and judgment play their part.

For example, in mailing particulars of any proposition to people resident in the rural districts, there is more chance of these letters doing well than if they were sent to the commercial world, for the very simple reason that, whereas the former live far away from the stores and the conditions that townsfolk are so familiar with, they naturally take more interest in their mails; but the latter are right in the middle of things, and not only receive letters *ad lib.*, but most likely use facsimile typewritten letters in their own particular businesses!

Where a very extensive mailing is concerned, form letters of this kind must necessarily be utilized upon the grounds of expediency alone, as it would be well-nigh impossible to get the work done by individual typists. They are also very useful for covering catalogues, samples, etc., also for follow-up work again if the numbers required are more than can be profitably handled upon the individual basis, and for formal acknowledgments, general announcements, etc. For special cases and complaints they should *never* be utilized under any circumstances whatever.

THE PERSONAL LETTER.

By the use of the term "Personal" letter, we refer to letters of any kind that are actually written on the typewriter, in order to distinguish them clearly from those produced by the method referred to above.

There is an enormous field for this type of letter, and

there can be no doubt whatever that much attention is now being directed to the great advantages of individual typewritten work, for reasons indicated below.

It is a great mistake to assume that the typewriter is no use for handling large correspondence, much of which can be dealt with along similar lines. This very assumption is the cause of so many people rushing headlong into the facsimile process, without stopping to consider if it produces the best results.

The definition of the form letter should prevent this frequent error, but the chances are that quite a few business men do not clearly appreciate it. A " written letter sent in identical terms " is an expression which should immediately suggest the course of action.

It is common knowledge that in every business a great many letters arrive daily which ask the same questions or require more or less the same treatment, with a little addition here or some further explanation there.

The finest possible help to any business man, therefore, is the provision of a form letter file ; and, having had considerable practical experience of this, together with the procedure described, the writer can recommend the idea with full and complete confidence.

A number of letters will form the nucleus or starting point of this system, which should deal with subjects that are frequently coming up for consideration. Careful attention must be directed towards the composition of these letters, which should be written and re-written before the final drafts are approved as satisfactory in every respect. The nature and scope of such communications will depend upon the individual business, but obviously the common subjects will be letters in reply to inquiries for catalogues, samples, and further particulars of the specialities handled.

Each letter should bear a distinctive mark or symbol,

which may take the form of a serial number 1, 2, 3, etc., or an abbreviation of the actual subject with which it deals. This plan is often the best, as it more readily distinguishes the letter referred to. By way of example, a house selling motor accessories might have letters dealing with motor lamps, motor horns, motor gloves, etc., which would, therefore, be labelled " M L," " M H," " M G," and so on.

Practical experience of such letters will soon reveal whether they are successful or the reverse, and from time to time it will be necessary to revise and re-write the whole letter or portions of it, to improve the " pulling " power, or on account of altered circumstances, changes in design, quality, price, etc.

THE POWER OF THE PERSONAL LETTER.

The outstanding advantage of this form of letter over the facsimile production lies in the " personal " touch, which cannot be obtained to the same degree under any other circumstances.

Assume, for the sake of example, that a customer sends an inquiry for two lines, and at the same time includes an order for a third. Under the facsimile system, the two inquiries could no doubt be adequately covered in separate letters—each devoted to the subjects under review—while the order would be courteously acknowledged in a further communication. They could each be dated, filled in, and signed ; but what a cumbersome and unnecessary amount of work this would necessitate.

A nice opening paragraph, with a suitable acknowledgment, is dictated from the form letter file, and then, by selecting essential paragraphs from the two other letters dealing with the specialities in which interest is expressed, the typist can get straight to work without delay.

All letters on the form letter file should have their *paragraphs numbered*, so that the typists will need only such bare instructions as : " After opening paragraph, use paras. 2 and 3 of ' M G ' and last para. of ' M L,' " and so on ; and naturally the operators must be supplied with copies of the form letters in general use.

The writer has made the widest possible use of this method, assisted by a form letter file containing some forty different specimen letters, and has nothing but good to say for it. There can be no question that the letters so turned out go further and " get closer " than those produced wholesale by facsimile typewritten methods.

With a little practice, it is possible to weave in paragraphs of several different letters, without the finished article having the smallest appearance of being stereotyped or copied ; and in those houses where several lines are handled, it must be remembered that quite a large proportion of inquiries will deal with different subjects, for which it is impossible to cater in one single form letter produced other than on the typewriter.

ESSENTIAL POINTS OF A GOOD LETTER.

In sitting down to write a good letter, it is necessary to consider carefully what constitutes the essential points.

1. The writer should have *confidence* in the goods he is describing, otherwise he will never succeed in convincing the prospective customer that their merits are such as he would have him believe.

2. *Courtesy* must always be a strong point. It is one of the few things that costs nothing, yet it is very conspicuous by its absence in the commercial world of to-day.

3. The letter must be *concise* and to the point.

Longwinded communications are out of date and useless; and, in this connection, let it be remembered that it is a capital mistake to reiterate details that may be given in any printed matter enclosed at the same time. If there is much to be said about the goods, it is far better expressed in a suitably designed booklet or folder, and stands far more chance of being read than a letter running into several pages of single-spaced typewriting.

4. Maintain a proper and orderly *sequence.* The letter naturally opens with the customary salutation, which should be followed by the introduction of the subject—its interest and advantages, and reasons why it should appeal to the individual. The letter should close with the offer, which should be *direct* and not general. It is of little use to tell a customer that hundreds or thousands of an article have been sold in his town. What is required is the "reason why" *he* should order without delay.

5. A letter should always be strictly *relevant* (i.e. it should stick to the point under discussion and not wander away into generalities which have no direct bearing upon the subject under discussion). *Irrelevance* is a frequent mistake in letters that are intended to promote sales.

6. The letter must be *well produced.* This means good quality stationery, a nice heading in keeping with the nature of the business, and accurate typewriting. The clerks should always keep the types well cleaned and see to their ribbons being in good order. Bad typing is an eyesore and seriously detracts from the power of the personal letter.

Much has been written concerning the length of a business letter, and one remark in particular has a great deal of truth in it, namely, that "a letter is never

long, so long as it is interesting." Speaking generally, this is a very true presentment of the case, and it will be wise to keep it well in mind.

However, it is now generally recognized that very few people of any class are willing to wade through lengthy communications, and it has been conclusively shown that it pays far better to describe goods in the guise of printed matter, rather than attempt a long description in the form of typewritten matter.

One of the chief difficulties in writing letters to get business is the *opening* paragraph, for it has been truly said that many communications never get past that point. It should always be one's aim to start a letter as naturally as possible, and to avoid, like the plague, those forms of opening paragraph which proclaim the letter a "form letter" from the housetops. During the great wave of facsimile letter production referred to above, it was a common practice to start off with a question, such as "Has it ever struck you," etc. Consequently, an opening paragraph containing a question became the hallmark of the circular letter, and it sticks to this day. Another favourite commencement was a bald general statement, such as: "Many years ago, conditions were very different, etc."; while expressions of familiarity were considered smart and successful. Such phraseology should be rigorously avoided, as both methods are played out, if indeed they could ever lay claim to much success.

In replying to actual inquiries, the position is not a difficult one, for the simple reason that a point of contact has been established, and the prospective customer is expecting a letter, but a Mail Order business cannot live on this class of communication, and periodical letters, designed with the object of arousing the customer's interest are frequently called for, in

addition to the ordinary follow-up procedure described in an earlier chapter.

It would be impossible to suggest any methods that carry a guarantee of success with them, and only experiment and experience can prove whether one is on the right track or no, but the point to be remembered from first to last is that of " personal interest " ; and in starting a letter—in fact, throughout its whole composition—stress should be laid upon the fact that the letter is dictated for the *individual* in question, and that the matter described therein is one of personal import *to him.* By avoiding reference to generalities, and keeping in mind the previous remarks in regard to class and environment, practice will go far towards the promotion of proficiency in this connection.

It is of paramount importance for Mail Order houses to keep in regular touch with the people on their mailing lists, and it is a proven fact that those making a practice of this come out on top in the long run. It is a difficult business, and there is much uphill work at the start, but constant and unremitting attention to this detail will bring its own reward. It is idle to expect the mailing of one catalogue a year to keep the order department busy ; and, if customers and prospects were subjected to this isolated treatment, it would be small blame to them if the house failed to make good. By means of follow-ups, seasonable letters (introducing special lines), bargain lists, and special offers, the business not only gains a name, but *keeps* it ; and provided the other essentials described in this book are observed and maintained, individuals on the mailing list come to set store by the communications they receive, and not only take advantage of them, but tell their friends as well, which state of affairs is the lawful and merited goal of all honest, straightforward men of business.

CHAPTER XII

COMPILING THE INDEX— MAINTAINING A STOCK CONTROL

In Chapter VI, reference was made to the compilation of the index ; and, as it would appear that this subject requires more detailed consideration, the procedure is described here.

Reference to the foregoing will show that the names of the articles should be typewritten on plain sheets of paper, the name of the article being called twice as follows—

Ladies' Blouses . . . . . *Page* 15

.....

Blouses, Ladies' . . . . . ,, 15

.....

After all the articles in the catalogue have been written up in this way, the sheets should be taken, and the names cut into separate strips as indicated by the dotted lines shown above.

Take twenty-six large sheets of paper, writing upon each the letters of the alphabet—A, B, C, D, etc.—and, taking the pile of strips, separate them according to the *first* letter of the word. Thus, aprons will be placed on the sheet marked A, " Ladies' blouses" on sheet marked " L," " Blouses—ladies' " on sheet marked " B," and so on. Carry on until all the strips appear in their correct compartments.

Make another twenty-six sheets, each bearing letters of the alphabet as above, and, taking all the strips of

those articles which start with the letter A, sort them out so that they are placed in those spaces bearing the *second* letter of the word. Thus, "Aprons" will be placed on the large sheet marked "P," as "p" is the second letter; "American Cloth" will be placed upon the sheet marked "M," as "m" is the second letter; and so on.

Now make a third set of large sheets headed A, B, C, similar to above, and, taking all strips that lie on the *A division*, place them upon the sheets marked with the *third* letter of the word.

Thus, "Aprons" will be placed upon the "R" space, as "r" is the third letter of the word; and "American Cloth" will be placed upon the "E" space, as "e" is the third letter of the word.

It is of the utmost importance to note this point. Take all the strips off the "A" division of the second series of large sheets and finish sorting them before touching those strips contained in the B, C, D, E, and other spaces, otherwise it will be impossible to obtain the correct order of sequence in the finished index.

To this end, therefore, take a large sheet of plain paper and head it with a bold letter "A," and directly all the strips on the "A" space of the second lot of sheets have been placed in their correct position by their *third* letter, paste them at the head of the sheet, and then continue sorting all the strips in "B" division of the second lot of sheets. The same procedure will be followed with each successive letter of the alphabet; and, provided care be taken to do *one thing at a time* and get it cleared up as indicated above, the finished index will be as perfect as it is possible to devise.

Unfortunately this procedure is extremely difficult to explain in simple language without becoming involved, and the writer can only say by way of apology that

it is a far easier job to do in actual practice. To compile an index properly is a tedious and weary job at best, but with a comparatively small catalogue it is not such a fearsome business as it may sound ; and if an index arranged in this way is compared with one compiled without any further attempt at classification beyond the division of the first letter of the name, it will be readily apparent that " if a job is worth doing at all, it is worth doing well."

MAINTAINING A STOCK CONTROL.

In Chapter VIII reference was made to the dangers attendant upon running out of stock of certain articles. In nine cases out of every ten, this is due to the fact that no attempt is made to keep an inventory of the goods ; and, bearing in mind how very important this subject is in relation to Mail Order business, steps should most certainly be taken to put into practice some method of maintaining an adequate control of the stock carried.

Many retail traders will consider this an impossibility without incurring great trouble and expense ; but, as a matter of fact, the objection is far more imaginary than real, and the system explained here will be found both simple and thoroughly efficient.

Before starting any actual system for keeping track of stock, however, it is of great importance to adopt a proper method of purchasing in the first place ; in fact, the purchase system should always form a definite part of the stock-keeping system.

Verbal orders are a mistake and should never be given without confirmation, in the shape of an official order *in writing* signed by a responsible person. Not only does the official order make everything quite clear as regards quantity, style, price, delivery, terms, etc.,

but guards against the possibility of orders being placed by those not qualified to do so.

Purchase order forms should be written in *triplicate*, and may be conveniently arranged either in book form or in loose sets for use with the typewriter. The object of the threefold order is to provide—

No. 1. Original order for supplier.

No. 2. Copy for office reference. This constitutes the Purchases Journal.

No. 3. Copy for the storekeeper or departmental head, which permits him to check the incoming goods on receipt.

It will be noted that the provision of these forms in triplicate enables three separate and distinct forms to be written at one single operation by means of the carbon sheet.

Apart from the advantages already indicated, the plan of making written orders an essential rule of the house benefits those concerned in other directions, as, for example, reference may be made to previous orders for comparison of price, etc. ; and the presence of the copies enables delivery dates to be watched.

The stock control system must be placed in the hands of a responsible person, and the amount of work involved will naturally depend entirely upon the class of business and the nature of its trading. In any case, however, the principle is the same ; and record cards (size 8″ × 5″) or renewal leaves, punched for filing on a binder, should be utilized for keeping this data. A bound book is useless, because it makes classification practically impossible. Cards have the advantage of being self-indexing (being, as a rule, tabbed for stock control records), and may be filed either alphabetically or by departments. Renewal leaves are desirable where it is necessary to have a larger space than the

cards provide, and they also lend themselves to ready classification, as the sheets can be filed behind alphabetical or departmental index leaves, which have tabs projecting beyond the edge of the sheets.

In either case, the ruling given below will be found essentially practical, and it can be either simplified or added to, according to individual requirements.

Cost Price.		Selling Price.		Department.		Minimum.	
Stock.	Date.	Out.	Remainder.	Stock.	Date.	Out.	Remainder.

As already indicated, the name of the goods will be written upon the tab in the case of a card, or at the head of the sheet in the case of the renewal leaf method.

The first three headings are self-explanatory, but special emphasis is directed towards the space headed "Minimum," as upon this hinges the great success of the system.

When the cards or sheets are made out, it must be decided what is the *lowest stock* of each article or, in other words, when, in point of quantity, it is considered necessary to order in fresh supplies. This decision is a

vital one and, in taking quantities into consideration, sight must not be lost of probable time taken for delivery of fresh orders, particularly in cases where goods are specially made. When a satisfactory conclusion has been arrived at, it must be understood that directly the stock in hand falls to the number shown under the heading "Minimum," an order must be immediately sent, and in this connection it is obvious that it is the stock-keeper who must advise those responsible when fresh supplies of various articles are required.

The rest of the ruling is extremely simple.

If there are 60 of a certain article in stock when the card is first written out, this number is placed in the first column headed "Stock." On the first day, five of these articles are sold, so that the figure 5 appears under "Out." Five from sixty leaves 55, so this figure is placed in the "Remainder" column.

The next day, four are sold, consequently by adding the two numbers in the "Out" column together, and subtracting from the figure shown in the "Stock" column, the remainder is 51.

This practice is followed out every day in the same way, so that the "Remainder" column always shows at a glance the *exact number of every article in stock*—and this without that toilsome job of making an actual count of the goods on the shelves.

When the figure in the "Remainder" column falls to the "Minimum," it is the warning to order in fresh supplies; and, making ordinary allowance for circumstances that may possibly occur from time to time, it can be safely asserted that the provision and maintenance of a simple stock record like this eliminates that wasteful and dangerous fault of being "out of stock."

In dealing with the various systems of handling orders described in Chapter VIII, it will be apparent that the stock-keeper will make up the cards each day by *totalling* the numbers of the different articles sold, which he will obtain from the carbon copies of the orders ; and as separate instruction sheets were recommended for each department in a large mixed store, the primary work of classification will be already done by the time the records reach his hands.

Naturally, individual sales of different goods will not be entered, but the *total* numbers of each article under consideration ; and provided that a good internal order system is adopted, as suggested in the chapter referred to, the work of totalling the numbers and entering the stock cards each day should not be excessive ; and it is a sure fact that, if properly attended to, the advantages will more than repay the house for the extra time and expense involved, because it is no exaggeration to say that being " out of stock " is responsible for more trouble, disappointment, and ultimate loss than any other factor we have considered under this heading.

INDEX

Printed in Bath, England, by Sir Isaac Pitman & Sons, Ltd.
x—(1883)

A SELECTION FROM THE LIST OF

COMMERCIAL HANDBOOKS

Published by

SIR ISAAC PITMAN & SONS, LTD.

Complete Catalogue sent post free on application.

LONDON: PARKER STREET, KINGSWAY, W.C.2.

BATH: Phonetic Institute. MELBOURNE: The Rialto, Collins St.
NEW YORK: 2 West 45th St. TORONTO: 70 Bond Street.

The Prices contained in this List apply only to the British Isles, and are subject to alteration without notice.

TERMS

Cash MUST *be sent with the order,* AND MUST INCLUDE AN APPROXIMATE AMOUNT FOR THE POSTAGE. *When a remittance is in excess of the sum required, the surplus will be returned.*

Sums under 6d. can be sent in stamps. For sums of 6d. and upwards Postal Orders or Money Orders are preferred to stamps, and should be crossed and made payable to SIR ISAAC PITMAN & SONS, LTD.

Remittances from abroad should be by means of International Money Orders in Foreign Countries, and by British Postal Orders within the British Overseas Dominions. Colonial Postal Orders are not negotiable in England. Foreign stamps CANNOT BE ACCEPTED.

ARITHMETIC

PRICE

Arithmetic and Book-keeping.
By THOS. BROWN, F.S.S., and VINCENT E. COLLINGE, A.C.I.S. In two parts.
Part I . . . . . Net 2/6
Part II . . . . . Net 1/3

Arithmetic of Commerce.
By P. W. NORRIS, M.A., B.Sc. (Hons.) . . Net 4/–

Complete Commercial Arithmetic. 3/–
Answers . . . . . Net 1/6

Complete Mercantile Arithmetic.
With Elementary Mensuration.
By H. P. GREEN, F.C.Sp.T. (With Key) . Net 6/-

PRICE

Counting-House Mathematics.
By H. W. PORRITT and W. NICKLIN, A.S.A.A.. Net 2/–

Elements of Commercial Arithmetic.
By THOMAS BROWN . . . . . Net 2/6

Metric and British System of Weights, Measures, and Coinage.
By DR. F. MOLLWO PERKIN . . . . . Net 3/6

Principles and Practice of Commercial Arithmetic.
By P. W. NORRIS, M.A., B.Sc. . . . Net 7/6

Rapid Methods in Arithmetic.
By JOHN JOHNSTON. Revised and Edited by G. K. BUCKNALL, A.C.I.S. . . . . Net 1/–

Slide Rule Applied to Commercial Calculations, The
By R. M. SHIREBY . . . . . Net 2/6

Smaller Commercial Arithmetic.
By C. W. CROOK, B.A., B.Sc. . . . Net 2/–
Answers . . . . . Net 1/6

BOOK-KEEPING AND ACCOUNTANCY

Accountancy.
By F. W. PIXLEY, F.C.A., *Barrister-at-Law* . Net 7/6

Accountants' Dictionary.
Edited by F. W. PIXLEY, F.C.A. In 2 Vols. . Net 63/–

Accounting.
By S. S. DAWSON, M.Com., F.C.A., and R. C. de ZOUCHE, F.C.A. . . . . Net 10/6

Accounts of Executors, Administrators, and Trustees.
By WILLIAM B. PHILLIPS, A.C.A., A.C.I.S. . Net 5/–

Advanced Accounts.
Edited by ROGER N. CARTER, M.Com., F.C.A. . Net 7/6

Advanced Book-keeping. Net 3/6
Answers . . . . . Net 2/6

Auditing, Accounting, and Banking.
By FRANK DOWLER, A.C.A., and E. MARDINOR HARRIS, A.I.B. . . . . Net 7/6

Book-keeping and Accountancy—contd.

	PRICE
Auditors : Their Duties and Responsibilities. By F. W. PIXLEY, F.C.A. . . . . Net	21/–
Balance Sheets : How to Read and Understand Them. By PHILIP TOVEY, F.C.I.S. . . . . Net	2/6
Book-keeping and Commercial Practice. By H. H. SMITH, F.C.T., F.Inc.S.T. . . .	1/9
Book-keeping for Beginners. By W. E. HOOPER, A.C.I.S. . . . Net	2/6
Book-keeping for Bootmakers, Retailers, and Repairers. By F. W. WHITFIELD . . . . . Net	3/6
Book-keeping for Commercial and Secondary Schools. By C. H. KIRTON, A.C.I.S. . . . . Net	6/–
Book-keeping for Retailers. By H. W. PORRITT and W. NICKLIN, A.S.A.A. . Net	2/6
Book-keeping Simplified. By W. O. BUXTON, A.C.A. (Hons.) . . .	3/6
Answers . . . . . Net	3/–
Book-keeping Teachers' Manual. By C. H. KIRTON, A.C.I.S., F.Inc.S.T. . . Net	7/6
Branch Accounts. By P. TAGGART, A.S.A.A. . . . . Net	3/–
Business Book-keeping. By J. ROUTLEY . . . . . Net	3/6
Commercial Goodwill. By P. D. LEAKE, F.C.A. . . . . Net	21/–
Company Accounts. By ARTHUR COLES, F.C.I.S. . . . . Net	7/6
Complete Book-keeping. Net	6/6
Cost Accounts in Principle and Practice. By A. CLIFFORD RIDGWAY, F.C.A. . . . Net	5/–
Cost Accounts for the Metal Industry. By H. E. PARKES, M.Com., A.C.W.A. . . Net	10/6
Depreciation and Wasting Assets. By P. D. LEAKE, F.C.A. . . . Net	15/–

Book-keeping and Accountancy—contd.

		PRICE
Dictionary of Book-keeping. By R. J. PORTERS	Net	7/6
Elements of Book-keeping. By W. O. BUXTON, A.C.A. (Hons.)	Net	2/6
Full Course in Book-keeping. By H. W. PORRITT and W. NICKLIN, A.S.A.A.	Net	5/–
Higher Book-keeping and Accounts. By H. W. PORRITT and W. NICKLIN, A.S.A.A.	Net	5/–
Hotel Book-keeping.	Net	2/6
How to Become a Qualified Accountant. By R. A. WITTY, A.S.A.A.	Net	3/6
Manual of Book-keeping and Accounting. By A. NIXON, F.C.A., and H. E. EVANS, A.C.A.	Net	10/6
Manual of Cost Accounts. By H. JULIUS LUNT	Net	7/6
Manufacturing Book-keeping and Costs. By G. JOHNSON, F.C.I.S.	Net	5/–
Municipal Audit Programmes. By S. WHITEHEAD, A.S.A.A.	Net	3/6
Municipal Book-keeping. By J. H. MCCALL	Net	7/6
Notes of Lessons on Book-keeping. By J. ROUTLEY	Net	3/6
Practical Book-keeping. By G. JOHNSON, F.C.I.S.	Net	6/–
Principles of Auditing. By F. R. M. DE PAULA, O.B.E., F.C.A.	Net	7/6
Principles of Book-keeping Explained. By I. H. HUMPHRYS	Net	2/6
Questions and Answers in Book-keeping and Accounting. By F. F. SHARLES, F.S.A.A., A.C.I.S.	Net	10/6
Railway Accounts and Finance. By ALLEN E. NEWHOOK, A.K.C.	Net	5/–
Shopkeepers' Accounts Simplified. By C. D. CORNELL	Net	2/–
Sinking Funds, Reserve Funds, and Depreciation. By J. H. BURTON, A.S.A.A.	Net	3/6
Theory and Practice of Costing. By E. W. NEWMAN, A.C.A.	Net	10/6

BUSINESS TRAINING, COPY BOOKS, ETC.

		PRICE
Business Handwriting.	Net	1/6
Business Methods and Secretarial Work for Girls and Women. By HELEN REYNARD, M.A.	Net	2/6
Commercial Handwriting and Correspondence.	Net	2/6
Commercial Practice. By ALFRED SCHOFIELD	Net	4/–
Counting-House Routine. 1st Year's Course. By VINCENT E. COLLINGE, A.C.I.S.	Net	1/9
Counting-House Routine. 2nd Year's Course. By VINCENT E. COLLINGE, A.C.I.S.	Net	3/6
Course in Business Training. By G. K. BUCKNALL, A.C.I.S.		2/6
Elements of Commerce. By F. HEYWOOD, A.C.I.S.	Net	4/–
Handbook for Commercial Teachers. By FRED HALL, M.A., B.Com., F.C.I.S.	Net	2/6
How to Become a Private Secretary. By J. E. MCLACHLAN, F.I.P.S.	Net	3/6
How to Enter the Mercantile Marine. By R. A. FLETCHER	Net	3/6
How to Teach Business Training. By F. HEELIS, F.C.I.S.	Net	2/6
How to Write a Good Hand. By B. T. B. HOLLINGS	Net	1/6
Junior Woman Secretary. By ANNIE E. DAVIS, F.Inc.S.T.	Net	2/–
Manual of Business Training.	Net	5/–
Modern Business and Its Methods. By W. CAMPBELL, Chartered Secretary.	Net	7/6
Office Routine for Boys and Girls. In three stages. First Stage		8d.
Second and Third Stages	Each	1/–
Popular Guide to Journalism. By A. KINGSTON	Net	2/6

PRICE

Practical Journalism and Newspaper Law.
By A. BAKER, M.J.I., and E. A. COPE . . Net 3/6

Principles and Practice of Commerce.
By JAMES STEPHENSON, M.A., M.Com., B.Sc. . Net 8/6

Principles of Business.
By JAMES STEPHENSON, M.A., M.Com., B.Sc.
Part I . . . . . Net 3/–
Part II . . . . . Net 3/6

Routine of Commerce.
By ALFRED SCHOFIELD . . . . . Net 4/–

Theory and Practice of Commerce.
Being a Complete Guide to Methods and Machinery of Business.
Edited by F. HEELIS, F.C.I.S. Assisted by Specialist Contributors . . . . . Net 7/6

CIVIL SERVICE

Civil Service Arithmetic Tests.
By P. J. VARLEY-TIPTON . . . . Net 2/6

Civil Service Essay Writing.
By W. J. ADDIS, M.A. . . . . Net 2/6

Civil Service Guide.
By A. J. LAWFORD JONES . . . . Net 2/6

Civil Service Practice in Précis Writing.
Edited by ARTHUR REYNOLDS, M.A. (Oxon) . Net 3/6

Civil Servant and His Profession, The Net 3/6

Copying Manuscript, Orthography, Handwriting, Etc.
By A. J. LAWFORD JONES. Actual Examination Papers only . . . . . Net 3/6

Digesting Returns into Summaries.
By A. J. LAWFORD JONES . . . . Net 2/6

Elementary Précis Writing.
By WALTER SHAWCROSS, B.A. . . . Net 2/–

Indexing and Précis Writing.
By A. J. LAWFORD JONES . . . . Net 2/6

ENGLISH AND COMMERCIAL

CORRESPONDENCE

		PRICE
Commercial Correspondence and Commercial English.	Net	3/6
Commercial Dictionary.	Net	2/–
Correspondence of Commerce, The. By A. Risdon Palmer, B.Sc., B.A.	Net	4/–
English Composition and Correspondence. By J. F. Davis, D.Lit., M.A., LL.B. (Lond.)	Net	2/6
English for Commercial Students. By H. W. Houghton	Net	2/6
English for Technical Students. By F. F. Potter, M.A.		2/–
English Grammar. By C. D. Punchard, B.A. (Lond.)	Net	2/–
English Grammar and Composition. By W. J. Weston, M.A., B.Sc. (Lond.)	Net	5/–
English Mercantile Correspondence.	Net	3/6
English Prose Composition. By W. J. Weston, M.A., B.Sc. (Lond.)	Net	3/6
Guide to Commercial Correspondence and Business Composition. By W. J. Weston, M.A., B.Sc. (Lond.)		2/6
Guide to English Composition. By the Rev. J. H. Bacon	Net	2/–
How to Teach Commercial English. By Walter Shawcross, B.A.	Net	3/6
Manual of Commercial English. By Walter Shawcross, B.A.	Net	3/6
Pocket Dictionary.	Net	2/–
Practice in English. By P. H. Reaney, M.A.		2/6
Principles and Practice of Commercial Correspondence. By J. Stephenson, M.A., M.Com., B.Sc.	Net	7/6
Punctuation as a Means of Expression. By A. E. Lovell, M.A.	Net	1/–

COMMERCIAL GEOGRAPHY AND HISTORY

		PRICE
Commercial Geography of the British Empire Abroad and Foreign Countries.	Net	3/–
Commercial Geography of the British Isles.	Net	2/6
Commercial Geography of the World.	Net	4/6
Commercial History. By J. R. V. MARCHANT, M.A.	Net	5/6
Elements of Commercial Geography. By C. H. GRANT, M.Sc., F.R.Met. Soc.	Net	2/6
Elements of Commercial History. By FRED HALL, M.A., B.Com., F.C.I.S.	Net	2/6
Examination Notes on Commercial Geography. By W. P. RUTTER, M.Com.	Net	2/–
Principles of Commercial History. By J. STEPHENSON, M.A., M.Com., B.Sc.	Net	7/6
World and Its Commerce, The.	Net	2/6

ECONOMICS

British Finance (1914-1921). Edited by A. W. KIRKALDY, M.A., B.Litt., M.Com.	Net	15/–
British Labour (1914-1921). Edited by A. W. KIRKALDY, M.A., B.Litt., M.Com.	Net	10/6
Dictionary of Economic and Banking Terms. By W. J. WESTON, M.A., B.Sc., and A. CREW	Net	5/–
Economic Geography. By JOHN MCFARLANE, M.A., M.Com.	Net	10/6
Economic Geography, The Principles of. By R. N. RUDMORE BROWN	Net	7/6
Elements of Political Economy. By H. HALL, B.A.	Net	2/6
Guide to Political Economy. By F. H. SPENCER, D.Sc., LL.B.	Net	3/6

Economics—contd.

	PRICE
History and Economics of Transport. By A. W. KIRKALDY, M.A., B.Litt. (Oxford), M.Com. (Birm.), and A. DUDLEY EVANS . . . Net	15/-
Housing Problem, The. By JOHN J. CLARKE, M.A., F.S.S. . . . Net	21/-
Labour, Capital and Finance. By "SPECTATOR" (W. W. WALL, F.J.I., F.S.S.) . Net	3/6
Local Government of the United Kingdom. By JOHN J. CLARKE, M.A., F.S.S. . . . Net	7/6
Outlines of Central Government. By JOHN J. CLARKE, M.A., F.S.S. . . . Net	1/6
Outlines of Industrial and Social Economics. By JOHN J. CLARKE, M.A., F.S.S., and JAMES E. PRATT, A.C.I.S. . . . . Net	1/6
Outlines of Local Government. By JOHN J. CLARKE, M.A., F.S.S. . . . Net	2/6
Outlines of the Economic History of England. By H. O. MEREDITH, M.A., M.Com. . . Net	7/6
Plain Economics. By JOHN LEE, M.A., M.Com.Sc. . . . Net	3/6
Social Administration. By JOHN J. CLARKE, M.A., F.S.S. . . . Net	7/6
Substance of Economics, The. By H. A. SILVERMAN, B.A. . . . . Net	6/-
Value for Money. By SIR WM. SCHOOLING, K.B.E. . . . Net	2/6

BANKING AND FINANCE

Bankers' Advances. By F. R. STEAD. Edited by SIR JOHN PAGET, K.C. Net	6/-
Bankers' Advances Against Produce. By A. WILLIAMS, A.I.B. . . . . Net	6/-
Bankers' Credits and all that Appertains to Them in Their Practical, Legal, and Everyday Aspects. By W. F. SPALDING . . . . . Net	10/6
Bankers' Securities Against Advances. By LAWRENCE A. FOGG, Cert. A.I.B. . . Net	6/-

Banking and Finance—contd.

	PRICE
Bankers' Clearing House, The. By P. W. MATHEWS . . . . . Net	7/6
Bank Organization, Management, and Accounts. By J. F. DAVIS, M.A., D.Lit., LL.B. (Lond.) . Net	6/–
Dictionary of Banking. A Complete Encyclopaedia of Banking Law and Practice. By W. THOMSON and LLOYD CHRISTIAN . . Net	30/–
Eastern Exchange. By W. F. SPALDING . . . . . Net	15/–
Elements of Banking. By J. P. GANDY . . . . . Net	2/6
English Public Finance. By HARVEY E. FISK . . . . . Net	7/6
Foreign Exchange and Foreign Bills in Theory and in Practice. By W. F. SPALDING, Cert. A.I.B. . . . Net	7/6
Foreign Exchange, A Primer of. By W. F. SPALDING . . . . . Net	3/6
Functions of Money, The. By W. F. SPALDING . . . . . Net	7/6
London Money Market, The. By W. F. SPALDING . . . . . Net	10/6
Money, Exchange, and Banking. In Their Practical, Theoretical, and Legal Aspects. By H. T. EASTON, A.I.B. . . . . Net	6/–
Notes on Banking and Commercial Law. By T. LLOYD DAVIES . . . . . Net	3/–
Practical Banking. By J. F. G. BAGSHAW. With Chapters on The Principles of Currency, by C. F. HANNAFORD, A.I.B., and Bank Book-keeping, by W. H. PEARD . . . Net	7/6
Simple Interest Tables. By SIR WILLIAM SCHOOLING, K.B.E. . . Net	21/–
Talks on Banking to Bank Clerks. By H. E. EVANS . . . . . Net	2/6
Title Deeds and the Rudiments of Real Property Law. By F. R. STEAD . . . . . Net	6/–

INSURANCE

PRICE

Actuarial Science, The Elements of.
By R. E. UNDERWOOD, M.B.E., F.I.A. . . Net **5/–**

Common Hazards of Fire Insurance.
By W. G. KUBLER RIDLEY, F.C.I.I. . . Net **5/–**

Guide to Life Assurance.
By S. G. LEIGH, F.I.A. . . . . Net **5/–**

Guide to Marine Insurance.
By HENRY KEATE . . . . . Net **3/6**

Insurance.
By T. E. YOUNG, B.A., F.R.A.S., W. R. STRONG, F.I.A., and VYVYAN MARR, F.F.A., F.I.A. . . . Net **10/6**

Insurance Office Organization, Management, and Accounts.
By T. E. YOUNG, B.A., F.R.A.S., and RICHARD MASTERS, A.C.A. . . . . Net **6/–**

Law and Practice as to Fidelity Guarantees.
By C. EVANS and F. H. JONES . . . Net **6/–**

Motor Insurance.
By W. F. TODD . . . . . Net **6/–**

Pension, Endowment, Life Assurance, and Other Schemes for Commercial Companies.
By H. DOUGHARTY, F.C.I.S. . . . . Net **6/–**

Principles of Insurance.
By J. ALFRED EKE . . . . . Net **3/6**

Principles of Marine Law. (See page 20.)

Successful Insurance Agent, The.
By J. J. BISGOOD, B.A., F.C.I.S., J.P. . . Net **2/6**

Talks on Insurance Law.
By J. A. WATSON, B.Sc., LL.B. . . . Net **5/–**

Workmen's Compensation Insurance.
By C. E. GOLDING, LL.B., F.C.I.I. . . . Net **5/–**

SHIPPING

Case and Freight Costs.
By A. W. E. CROSFIELD . . . . . Net **2/–**

Consular Requirements for Exporters and Shippers to all Parts of the World.
By J. S. NOWERY . . . . . Net **7/6**

PRICE

Exporters' Handbook and Glossary, The.
By F. M. DUDENEY . . . . . Net 8/6

Exporting to the World.
By A. A. PRECIADO . . . . . Net 21/–

How to Export Goods.
By F. M. DUDENEY . . . . . Net 2/–

How to Import Goods.
By J. A. DUNNAGE . . . . . Net 2/–

Import and Export Trade.
By A. S. HARVEY . . . . . Net 21/–

Shipbroking.
By C. D. MACMURRAY and M. M. CREE . . Net 3/6

Shipping.
By A. HALL and F. HEYWOOD . . . Net 2/6

Shipping Business Methods.
By R. B. PAUL . . . . . Net 3/6

Shipping Office Organization, Management, and Accounts.
By ALFRED CALVERT . . . . . Net 6/–

SECRETARIAL WORK

Chairman's Manual.
By GURDON PALIN, *of Gray's Inn, Barrister-at-Law,* and ERNEST MARTIN, F.C.I.S. . . . . Net 5/–

Company Secretarial Work.
By E. MARTIN, F.C.I.S. . . . . Net 2/6

Company Secretary's Vade Mecum.
Edited by P. TOVEY, F.C.I.S. . . . . Net 3/6

Debentures.
A Handbook for Limited Company Officials, Investors, and Business Men.
By F. SHEWELL COOPER, M.A., *Barrister-at-Law* Net 6/–

Dictionary of Secretarial Law and Practice.
Edited by PHILIP TOVEY, F.C.I.S. A comprehensive Encyclopaedia of information and direction on all matters connected with the work of a Company Secretary. With contributions by nearly 40 eminent authorities . . . . . Net 42/–

PRICE

Guide for the Company Secretary.
By ARTHUR COLES, F.C.I.S. . . . . Net **6/–**

Guide to Company Secretarial Work.
By O. OLDHAM, A.C.I.S. . . . . Net **3/6**

How to Become a Company Secretary.
By E. J. HAMMOND, A.C.I.S. . . . . Net **3/6**

How to Become a Private Secretary.
By J. E. MCLACHLAN . . . . . Net **3/6**

How to Take Minutes.
Edited by E. MARTIN, F.C.I.S. . . . Net **2/6**

Outlines of Transfer Procedure in Connection with Stocks, Shares, and Debentures of Joint Stock Companies.
By F. D. HEAD, B.A. (Oxon), *of Lincoln's Inn, Barrister-at-Law* . . . . . Net **3/6**

Practical Share Transfer Work.
By F. W. LIDDINGTON . . . . . Net **3/6**

Prospectuses: How to Read and Understand Them.
By PHILIP TOVEY, F.C.I.S. . . . . Net **5/–**

Questions and Answers on Secretarial Practice.
By E. J. HAMMOND, A.C.I.S. . . . . Net **7/6**

Secretary's Handbook.
Edited by H. E. BLAIN, C.B.E. . . . Net **6/–**

Transfer of Stocks, Shares, and Other Marketable Securities.
By F. D. HEAD, B.A. . . . . Net **10/6**

What is the Value of a Share ?
By D. W. ROSSITER . . . . . Net **2/6**

INCOME TAX

Corporation Profits Tax.
By P. D. LEAKE . . . . . Net **1/–**

Income Tax and Super Tax Practice.
By W. E. SNELLING . . . . . Net **12/6**

		PRICE
Practical Income Tax. By W. E. SNELLING	Net	3/6
Super Tax Tables. By G. O. PARSONS	Net	1/–

INDUSTRIAL ADMINISTRATION

Common Sense and Labour. By S. CROWTHER	Net	8/6
Current Social and Industrial Forces. Edited by L. D. EDIE	Net	12/6
Employment Management. Compiled and Edited by DANIEL BLOOMFIELD	Net	8/6
Factory Administration in Practice. By W. J. HISCOX	Net	8/6
Industrial Control (Applied to Manufacture). By F. M. LAWSON, A.M.I.C.E., A.M.I.Mech.E.	Net	8/6
Industrial Organization. By JOHN LEE, M.A., M.Com.Sc.	Net	5/–
Lectures on Industrial Administration. Edited by B. MUSCIO, M.A.	Net	6/–
Management. By J. LEE	Net	5/–
Modern Industrial Movements. Edited by D. BLOOMFIELD	Net	10/6
Outlines of Industrial Administration. By R. O. HERFORD, H. T. HILDAGE, and H. G. JENKINS	Net	6/–
Patents for Inventions. By J. EWART WALKER, B.A., and R. BRUCE FOSTER, B.Sc.	Net	21/–
Philosophy of Management, The. By OLIVER SHELDON, B.A.	Net	10/6
Principles of Industrial Administration, An Introduction to. By A. P. M. FLEMING, C.B.E., M.Sc., M.I.E.E., and H. J. BROCKLEHURST, M.Eng., A.M.I.E.E.	Net	3/6
Problems of Labour. Compiled and Edited by DANIEL BLOOMFIELD	Net	8/6

PRICE

Psychology of Management, The.
By L. M. GILBRETH . . . . . Net 7/6

Research in Industry.
By A. P. M. FLEMING, C.B.E., M.Sc., M.I.E.E., and F. G. PEARCE, B.Sc., A.M.I.E.E. . . . . Net 10/6

Sharing Profits With Employees.
By J. A. BOWIE, M.A. . . . . Net 10/6

Workshop Committees.
By C. G. RENOULD . . . . . Net 1/–

BUSINESS ORGANIZATION AND MANAGEMENT

Business Management for Small Retailers.
By H. W. THEEDAM . . . . . Net 3/6

Card Index System. Net 2/6

Clubs and Their Management.
By FRANCIS W. PIXLEY, F.C.A. . . . Net 7/6

Colliery Office Organization and Accounts.
By J. W. INNES, F.C.A., and T. COLIN CAMPBELL, F.C.I. . . . . Net 7/6

Counting-House and Factory Organization.
By J. GILMOUR WILLIAMSON . . . . Net 7/6

Drapery Business Organization, Management, and Accounts.
By J. ERNEST BAYLEY . . . . . Net 7/6

Filing Systems.
By E. A. COPE . . . . . Net 3/6

Grocery Business Organization and Management.
By C. L. T. BEECHING and J. ARTHUR SMART . Net 6/–

Manual of Duplicating Methods.
By W. DESBOROUGH . . . . . Net 3/–

Municipal Organization.
By MONTAGU H. COX, LL.B. . . . . Net 5/–

Office Machines, Appliances, and Methods.
By W. DESBOROUGH, F.C.I. . . . . Net 6/–

PRICE

Office Organization and Management, Including Secretarial Work.
By LAWRENCE R. DICKSEE, M.Com., F.C.A., and H. E. BLAIN, C.B.E. . . . . Net 7/6

Organization of a Small Business, The.
By W. A. SMITH . . . . . Net 2/6

Solicitors' Office Organization, Management, and Accounts.
By E. A. COPE and H. W. H. ROBINS . . Net 6/–

ADVERTISING AND SALESMANSHIP

Ads. and Sales.
By HERBERT N. CASSON . . . . . Net 8/6

Advertising
By HOWARD BRIDGEWATER . . . . . Net 2/6

Advertising as a Business Force.
By P. T. CHERINGTON . . . . . Net 10/6

A Short Course in Advertising.
By A. F. OSBORN . . . . . Net 12/6

Business Man's Guide to Advertising.
By A. E. BULL . . . . . Net 3/6

Buying Goods.
By A. E. BULL . . . . . Net 2/–

Commercial Travelling.
By ALBERT E. BULL . . . . . Net 3/6

Craft of Silent Salesmanship.
By C. MAXWELL TREGURTHA and J. W. FRINGS Net 5/–

Efficient Salesmanship.
By F. W. SHRUBSALL . . . . . Net 2/–

Mail Order Business, Conducting a.
By A. E. BULL . . . . . Net 2/–

Mail Order Organization.
By P. E. WILSON . . . . . Net 3/6

Making Advertisements and Making Them Pay.
By ROY S. DURSTINE . . . . . Net 12/6

Modern Methods of Selling.
By L. J. HOENIG . . . . . Net 10/6

PRICE

Modern Publicity.
By A. W. Dean . . . . . Net 2/6

New Business, The.
By Harry Tipper . . . . . Net 8/6

Practical Press Publicity.
By A. L. Culyer . . . . . Net 3/6

Practical Salesmanship.
By N. C. Fowler, assisted by 29 expert salesmen, etc. Net 7/6

Principles of Practical Publicity.
By Truman A. de Weese . . . . . Net 10/6

Psychology of Advertising in Theory and Practice, The.
By W. Dill Scott, Ph.D. . . . . Net 12/6

Salesmanship.
By W. A. Corbion and G. E. Grimsdale . Net 3/6

Window Dressing.
By G. L. Timmins . . . . . Net 2/–

BUSINESS HANDBOOKS AND WORKS OF REFERENCE

Business Man's Encyclopaedia and Dictionary of Commerce.
Edited by J. A. Slater, B.A., LL.B. (Lond.). Assisted by about 50 specialists as contributors. A reliable and comprehensive work of reference on all commercial subjects, specially written for the busy merchant, the commercial student, and the modern man of affairs.
Four vols. . . . . Net £4/4/–

Business Man's Guide.
Edited by J. A. Slater, B.A., LL.B. . . Net 6/–

Business Statistics.
By R. W. Holland, O.B.E., M.A., M.Sc., LL.D. Net 3/6

Business Terms, Phrases, and Abbreviations.
Net 3/6

Commercial Arbitrations.
By E. J. Parry, B.Sc., F.I.C., F.C.S. . . Net 3/6

Commercial Commodities.
By F. Matthews, B.Sc., A.I.C., F.C.S. . . Net 12/6

PRICE

Commercial Contracts.
By E. J. PARRY . . . . . Net 5/–

Commercial Self-Educator.
Edited by R. W. HOLLAND, O.B.E., M.A., M.Sc., LL.D.
Two Vols. . . . . Net 30/–

Commodities of Commerce.
By J. A. SLATER, B.A., LL.B. . . . Net 6/–

Complete Guide to the Improvement of the Memory.
By the late Rev. J. H. BACON . . . Net 1/6

Dictionary of the World's Commercial Products.
By J. A. SLATER, B.A., LL.B. (Lond.) . . Net 3/6

Discount, Commission, and Brokerage Tables.
By ERNEST HEAVINGHAM . . . . Net 1/6

Drapery and Drapers' Accounts.
By RICHARD BEYNON . . . . . Net 3/6

History, Law, and Practice of the Stock Exchange, The.
By A. P. POLEY, B.A., *Barrister-at-Law*, and F. H. CARRUTHERS GOULD . . . . . Net 7/6

Ironmongery and Ironmongers' Accounts.
By S. W. FRANCIS . . . . . Net 3/6

Investor's Manual, The.
By W. W. WALL, F.S.S., F.J.I. . . . Net 3/6

Mercantile Terms and Abbreviations.
Net 1/6

Money and the Stock and Share Markets, The.
By EMIL DAVIES . . . . . Net 2/6

Shareholder's Manual, The.
By H. H. BASSETT . . . . . Net 3/6

LAW

Bankruptcy, Deeds of Arrangement, and Bills of Sale.
By W. VALENTINE BALL, M.A., *Barrister-at-Law* Net 12/6

Bills, Cheques, and Notes.
By J. A. SLATER, B.A., LL.B. . . . Net 6/–

PRICE

Commercial Law of England, The.
By J. A. SLATER, B.A., LL.B. (Lond.) . . Net 3/6

Companies and Company Law.
By A. C. CONNELL, LL.B. (Lond.) . . . Net 6/–

Company Case Law.
By F. D. HEAD, B.A. (Oxon) . . . Net 7/6

Elements of Commercial Law, The.
By A. H. DOUGLAS, LL.B. (Lond.) . . . Net 2/6

Elementary Law.
By E. A. COPE . . . . . Net 5/–

Examination Notes on Commercial Law.
By R. W. HOLLAND, O.B.E., M.A., M.Sc., LL.D. Net 2/6

Examination Notes on Company Law.
By R. W. HOLLAND, O.B.E., M.A., M.Sc., LL.D. Net 2/6

Guide to Company Law.
By R. W. HOLLAND, O.B.E., M.A., M.Sc., LL.D. Net 3/6

Guide to Railway Law.
By ARTHUR E. CHAPMAN, M.A., LL.D. (Camb.) Net 7/6

Guide to Bankruptcy Law and Winding-up of Companies.
By F. PORTER FAUSSET, B.A., LL.B., *Barrister-at-Law* Net 3/6

Guide to the Law of Licensing.
By J. WELLS THATCHER . . . . Net 5/–

Inhabited House Duty.
By W. E. SNELLING . . . . . Net 12/6

Law of Contract, The.
By R. W. HOLLAND, M.A., M.Sc., LL.D., *of the Middle Temple, Barrister-at-Law* . . . . . Net 5/–

Law of Repairs and Dilapidations.
By T. CATO WORSFOLD, M.A., LL.D. . . Net 3/6

Law Relating to Secret Commissions and Bribes (Christmas Boxes, Gratuities, Tips, etc.), The.
By ALBERT CREW, *Barrister-at-Law.* With American Notes by MORTEN Q. MACDONALD, LL.B. . Net 10/6

Law Relating to the Carriage by Land of Passengers, Animals, and Goods, The.
By S. W. CLARKE, *of the Middle Temple, Barrister-at-Law* . . . . . Net 7/6

Law—contd.

PRICE

Law Relating to the Child: Its Protection, Education, and Employment, The.
By R. W. HOLLAND, O.B.E., M.A., M.Sc., LL.D. Net 5/-

Law Relating to Trade Customs, Marks, Secrets, Restraints, Agencies, Etc., Etc., The.
By LAWRENCE DUCKWORTH, *Barrister-at-Law* . Net 1/3

Legal Aspect of Commerce, The.
By A. SCHOLFIELD, M.Com., A.C.I.S. . . Net 7/6

Legal Terms, Phrases, and Abbreviations.
By E. A. COPE . . . . . Net 3/-

Mercantile Law.
By J. A. SLATER, B.A., LL.B. (Lond.) . . Net 7/6

Outlines of Company Law.
By F. D. HEAD, B.A. (Oxon) . . . Net 2/6

Partnership Law and Accounts.
By R. W. HOLLAND, O.B.E., M.A., M.Sc., LL.D. Net 6/-

Principles of Marine Law.
By LAWRENCE DUCKWORTH . . . . Net 7/6

Questions and Answers in Commercial Law.
By R. W. HOLLAND . . . . . Net 5/-

Railway (Rebates) Case Law.
By GEO. B. LISSENDEN . . . . . Net 10/6

Solicitor's Clerk's Guide.
By E. A. COPE . . . . . Net 4/-

Wills, Executors and Trustees.
By J. A. SLATER, B.A., LL.B. (Lond.) . . Net 2/6

TRANSPORT

Industrial Traffic Management.
By G. B. LISSENDEN . . . . . Net 21/-

History and Economics of Transport, The.
By A. W. KIRKALDY, M.A., B.Litt., M.Com., and A. D. EVANS . . . . . Net 15/-

How to Send Goods by Road, Rail, and Sea.
By G. B. LISSENDEN . . . . . Net 2/-

Motor Road Transport for Commercial Purposes.
By J. PHILLIMORE . . . . . Net 12/6

PITMAN'S

COMMON COMMODITIES AND INDUSTRIES

SERIES

In each volume of this series a particular product or industry is treated by an expert writer and practical man of business in an interesting non-technical style. Beginning with the life history of the plant, or other natural product, he follows its development until it becomes a commercial commodity, and so on through the various phases of its sale in the market and its purchase by the consumer. Industries are treated in a similar manner, so that these books form ideal introductions to the particular industries with which they deal.

In crown 8vo, about 150 pp., including many illustrations, and, where necessary, a map and diagrams. **3s.** net.

Tea.
By A. Ibbetson.

Coffee.
By B. B. Keable.

Sugar.
By Geo. Martineau, C.B.

Oils.
By C. Ainsworth Mitchell.

Wheat and Its Products.
By Andrew Millar.

Rubber.
By C. Beadle and H. P. Stevens, M.A., Ph.D., F.I.C.

Iron and Steel.
By C. Hood.

Copper.
By H. K. Picard.

Coal.
By Francis H. Wilson, M.Inst.M.E.

Timber.
By W. Bullock.

Cotton.
By R. J. Peake.

Silk.
By Luther Hooper.

Wool.
By J. A. Hunter.

Linen.
By Alfred S. Moore.

Tobacco.
By A. E. Tanner.

Leather.
By K. J. Adcock.

Clays and Clay Products.
By Alfred B. Searle.

Paper.
By Harry A. Maddox.

Soap.
By William H. Simmons, B.Sc. (Lond.), F.C.S.

Glass and Glass Making.
By P. Marson.

Gums and Resins.
By Ernest J. Parry, B.Sc., F.I.C., F.C.S.

The Boot and Shoe Industry.
By J. S. Harding.

The Motor Industry.
By Horace Wyatt, B.A.

Gas and Gas Making.
By W. H. Y. Webber, C.E.

Furniture.
By H. E. Binstead.

Coal Tar.
By A. R. Warnes, F.C.S.

Petroleum.
By A. Lidgett.

Salt.
By A. F. Calvert, F.C.S.

Zinc and Its Alloys.
By T. E. Lones, M.A., LL.D.

Asbestos.
By A. L. Summers.

Common Commodities Series—contd.

Knitted Fabrics.
By JOHN CHAMBERLAIN and JAMES H. QUILTER.
Cordage and Cordage Hemp.
By T. WOODHOUSE and P. KILGOUR.
Carpets.
By R. S. BRINTON.
Photography.
By W. GAMBLE, F.R.P.S.
Acids, Alkalis, and Salts.
By G. H. J. ADLAM, M.A., B.Sc.
Silver.
By B. WHITE.
Electricity.
By R. E. NEALE, B.Sc. (Hons.).
Butter and Cheese.
By C. W. WALKER TISDALE and JEAN JONES
Paints and Varnishes.
By A. S. JENNINGS, F.I.B.D.
Aluminium.
By G. MORTIMER, M.Inst.Met.
Gold.
By B. WHITE.
Stones and Quarries.
By J. ALLEN HOWE, B.Sc.
Lead.
By J. A. SMYTHE, Ph.D., D.Sc.
The Clothing Industry.
By B. W. POOLE, M.U.K.A.
Modern Explosives.
By S. I. LEVY, B.A., B.Sc.
Anthracite.
By A. L. SUMMERS.
The British Corn Trade.
By A. BARKER.
Engraving.
By T. W. LASCELLES.
Telegraphy, Telephony, and Wireless.
By JOSEPH POOLE, A.M.I.E.E.
The Raw Materials of Perfumery.
By ERNEST J. PARRY, B.Sc.
Cold Storage and Ice Making.
By B. H. SPRINGETT.
The Electric Lamp Industry.
By G. ARNCLIFFE PERCIVAL.
Patent Fuels.
By J. A. GREENE and DR. MOLLWO PERKIN.
Gloves and the Glove Trade.
By B. E. ELLIS.
The Jute Industry.
By T. WOODHOUSE and P. KILGOUR.
The Film Industry.
By DAVIDSON BOUGHEY.
The Cycle Industry.
By W. F. GREW.
Drugs in Commerce.
By J. HUMPHREY, Ph.C.
Cotton Spinning.
By A. S. WADE.
Sulphur.
By H. A. AUDEN, D.Sc.
Ironfounding.
By B. WHITELEY.
Textile Bleaching.
By ALEC. B. STEVEN.
Alcohol.
By C. SIMMONDS.
Internal Combustion Engines.
By J. OKILL, M.I.A.E.
Straw Hats.
By H. INWARDS.
Velvet and Corduroy.
By J. H. COOKE.
Dyes.
By A. J. HALL.
Concrete.
By W. NOBLE TWELVETREES.
Wine and the Wine Trade.
By ANDRÉ L. SIMON.
Wall Paper.
By G. WHITELEY WARD.
Sponges.
By E. J. J. CRESSWELL.
Clocks and Watches.
By G. L. OVERTON.
Incandescent Lighting.
By S I. LEVY, B.A., B.Sc.
Oil Power.
By SIDNEY H. NORTH.
The Fishing Industry.
By DR. W. E. GIBBS.
Starch and Starch Products.
By H. A. AUDEN, D.Sc., F.C.S.
Talking Machines.
By OGILVIE MITCHELL.
Brushmaker, The.
By WM. KIDDIER.

FOREIGN LANGUAGES

FRENCH

		PRICE
Progressive French Grammar. By Dr. F. A. Hedgcock, M.A., D.ès.L. Part I, 3/6 Net. Part II, 3/– Net . . Complete	Net	5/6
Commercial French Grammar. By F. W. M. Draper, M.A., B.ès.L. . . .	Net	2/6
French-English and English-French Commercial Dictionary. By F. W. Smith	Net	10/6
Commercial Correspondence in French.	Net	3/6

GERMAN

A New German Grammar. By J. Keegan, M.A.	Net	5/6
Commercial German-Grammar. By J. Bithell, M.A.	Net	3/6
German-English and English-German Commercial Dictionary. By J. Bithell, M.A.	Net	10/6
Commercial Correspondence in German.	Net	3/6

SPANISH

Spanish Commercial Grammar. By C. A. Toledano	Net	4/6
Spanish-English and English-Spanish Commercial Dictionary. By G. R. Macdonald	Net	15/–
Manual of Spanish Commercial Correspondence. By G. R. Macdonald	Net	4/6

ITALIAN

Italian Commercial Grammar. By Luigi Ricci	Net	4/–
Mercantile Correspondence, English-Italian.	Net	5/–

PORTUGUESE

		PRICE
Practical Portuguese Grammar.	Net	7/6
Mercantile Correspondence, English-Portuguese.	Net	3/6

PITMAN'S SHORTHAND

Pitman's Shorthand holds the world's record for speed and accuracy

For Complete List of Text-books, Phrase Books, Dictation Books, Reading Books, etc., see Pitman's "SHORTHAND AND TYPEWRITING CATALOGUE."

Pitman's Shorthand Instructor.		5/-
Pitman's Shorthand Commercial Course.		5/-
Pitman's Shorthand Rapid Course.		5/-
English and Shorthand Dictionary.		10/-
Shorthand Dictionary.		7/6
Shorthand Clerk's Guide. By V. E. COLLINGE, A.C.I.S.	Net	2/6
Progressive Dictator.		2/6
Phonographic Phrase Book.	Paper 1/6, Cloth	2/-

TYPEWRITING

Pitman's Commercial Typewriting. By W. and E. WALMSLEY		5/-
Pitman's Typewriter Manual.		5/-
A New Course in Typewriting. By MRS. SMITH-CLOUGH, F.Inc.S.T.	Net	2/6
Practical Course in Touch Typewriting. By C. E. SMITH		2/6
Dictionary of Typewriting. By H. ETHERIDGE	Net	7/6
Mechanical Devices of the Typewriter. By R. T. NICHOLSON, M.A.	Net	6/-
Work and Management of a Copying Office, The.	Net	10/6

Complete List post free on application.

Sir Isaac Pitman & Sons, Ltd., Parker St., Kingsway, London, W.C.2

Printed in Bath, England, by Sir Isaac Pitman & Sons, Ltd.
(2919w)